

CENTER FOR DEMOCRACY AND GOVERNANCE

"...promoting the transition to and consolidation of democratic regimes throughout the world."

USER'S GUIDE



June 15, 2001

**Center for Democracy and Governance
Bureau for Global Programs, Field Support, and Research
U.S. Agency for International Development
Washington, DC 20523-3100**

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As of June 15, 2001

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***See page 47 for biographical information on Center technical staff.**

Key:

DF - Democracy Fellow
DIS - Development Information Services/CDIE
DOJ - Department of Justice detailee
DOL - Department of Labor detailee
PaL-Tech - Planning and Learning Technologies

PMI - Presidential Management Intern
PSC - Personal Services Contract
MSI - Management Systems International
RSSA - Resources Support Services Agreement
USDH - U.S. Direct Hire

ADG CENTER OVERVIEW

USAID has identified “*building sustainable democracies*” as one of the Agency’s four overarching goals and in 1994 established the Global Bureau’s Center for Democracy and Governance to serve as the Agency’s focal point for this critical area of sustainable development. The Center’s primary purpose is to “*promote the transition to and consolidation of democratic regimes throughout the world.*” It is organized in line with the Agency’s four democracy-related objectives: 1) **strengthening rule of law and human rights**, 2) **more genuine and competitive political processes**, 3) **increased development of a politically active civil society**, and 4) **more transparent and accountable government institutions**.

The Agency’s primary means of implementing DG programs in “presence” countries remains USAID Missions. The Center’s role is to assist missions by providing technical support, where appropriate, and mission-friendly implementing mechanisms specifically targeted to DG programs. In well-defined circumstances, these mechanisms may also be used to work in “non-presence” countries. Overall, the Center’s support of missions is provided through an inter-linked approach that involves technical leadership, field support, and direct program management.

This *User’s Guide* describes how USAID Missions and bureaus can contact the Center’s staff and access the technical services it provides. It presents an overview of the Center, information on staff and team assignments, and useful descriptions and contact information on each implementing mechanism, which missions and regional bureaus may access.

The Center maintains a professional staff of democratic development experts. They are assigned to technical teams that parallel the four DG objectives (**rule of law, elections and political processes, civil society, and governance**) and that cross-cut the four objectives (**strategic planning and field support and program and information**). An experienced senior advisor heads each team, which provides strategic direction and manages a number of implementing mechanisms that extend its technical work.

In addition, the Center maintains four regional teams to better support field missions. By complementing the technical teams, they allow the Center to form a “matrix-based” management structure. The regional teams correspond to the Agency’s regional bureaus: **Africa, Asia and the Near East, Europe and Eurasia, and Latin America and the Caribbean**.

Upon request, the strategic planning and field support team assists missions by performing on-site DG sector and sub-sector assessments, assisting in the formulation of country-specific DG strategies, providing access to a common set of DG indicators, and supporting evaluations of DG programs. The team also manages mechanisms that cross-cut the Center’s portfolio and addresses program initiatives that cross-cut the Agency’s other major sectors.

The program and information team oversees the development and monitoring of the Center’s programs, directs the development of Center program documentation, writes and publishes an array of Center print and electronic publications, researches and compiles DG-related technical information, coordinates substantive training for USAID DG officers, develops the Center’s Intranet site and the Agency’s DG Internet site, and plans the annual DG partner’s conference.

I hope you find this *User’s Guide* to be both informative and useful.

Sincerely,



James E. Vermillion
Acting Deputy Assistant Administrator
Acting Director, Center for Democracy and Governance
Bureau for Global Programs, Field Support, and Research

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SECTORAL AND SUB-SECTORAL DESIGNATIONS

The following section is presented as a quick reference to the broad array of program areas supported by the Center and covered by its implementing mechanisms. For a further elaboration of these program categories, please refer to the Center's *Strategic Plan, 1997-2002* or contact the Center directly. The Center's *Democracy and Governance: A Conceptual Framework* also presents the strategic thinking underlying USAID's and the Center's worldwide involvement in these areas; ordering information is found on p. 45.

RULE OF LAW

The phrase "rule of law" embodies the basic principles of due process and equal protection under the law. In many states where fundamental laws have yet to be enacted or where democratic traditions are weak, existing laws may not be equitable or equitably applied and judicial independence is compromised. Civil and political rights, especially for women and minorities, are not truly guaranteed. Institutions have not yet developed the capacity to administer existing laws. The Center has distilled USAID experience in these areas and has developed mechanisms designed to improve

- Legal reform
- Administration of justice
- Citizens' access to justice
- Respect for human rights
- Constitutions and fundamental law

ELECTIONS AND POLITICAL PROCESSES

Free and fair elections reflecting the will of the people are essential to a functioning democracy. Elections offer political parties and civic groups an opportunity to mobilize and organize supporters and share alternative platforms with the public. They also serve to encourage political debate. Many countries, however, lack the institutional capacity to plan and implement such elections. The Center concentrates on seven elements essential to free and fair political processes:

- Impartial electoral frameworks
- Credible electoral administration
- Effective oversight of electoral processes
- Informed and active citizenries
- Representative and competitive multi-party systems
- Inclusion of women and other disadvantaged groups
- Effective transfers of political power

CIVIL SOCIETY

The hallmark of a democratic society is the ability of individuals to associate with like-minded individuals, express their views publicly, openly debate public policy, and petition their government. "Civil society" is the term which best describes the non-governmental, not-for-profit, independent nature of this segment of society. USAID is working to strengthen commitment to an independent and politically active civil society in developing countries. The Center works to enable civil society organizations and independent trade unions to advocate policy reforms by

- Encouraging the development of enabling environments
- Assisting groups to become financially viable and self-sufficient

GOVERNANCE

A key determinant of successful democratic consolidation is the ability of democratically elected governments to provide "good governance." While many citizens of developing countries value characteristics associated with democracy (e.g., elections, human rights, and representation), they are equally interested in qualities such as public accountability, responsiveness, transparency, and efficiency. The Center focuses its governance support on

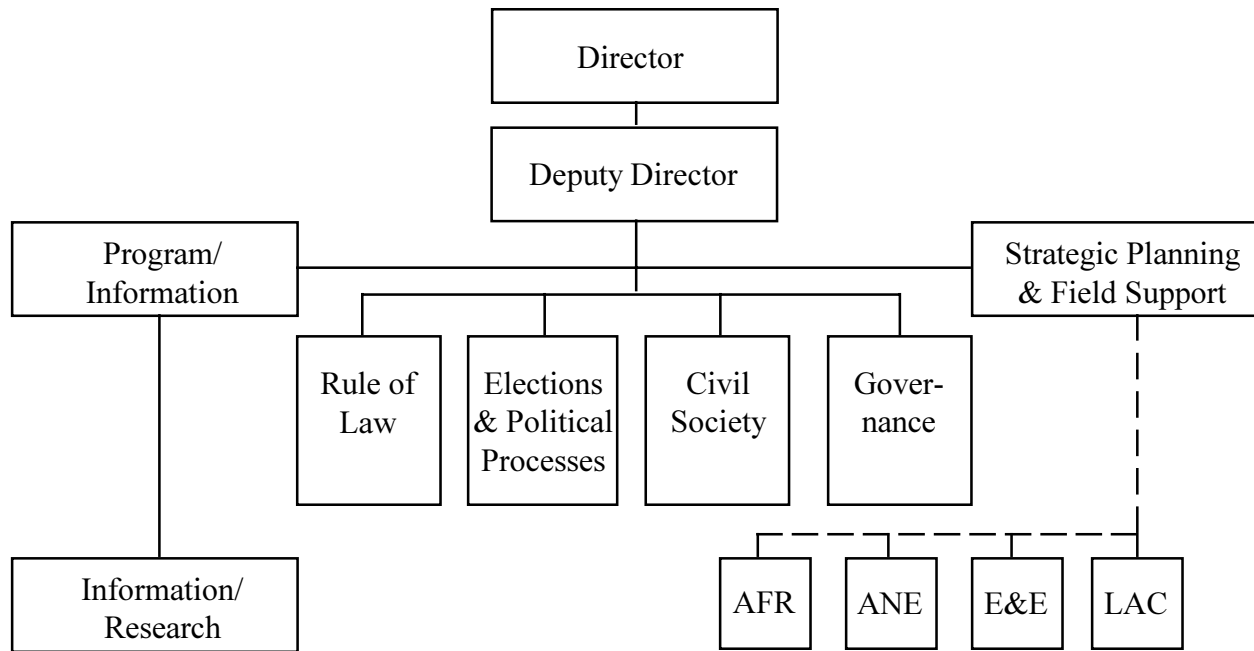
- Anti-corruption initiatives
- Decentralization/local capacity-building
- Civil-military relations
- Public policy development and implementation
- Legislative strengthening

**USAID COUNTRY AND REGIONAL PROGRAMS WITH
DEMOCRACY AND GOVERNANCE OBJECTIVES IN FY 2002***

	AFR	ANE	E&E	LAC	TOTAL
Total USAID Missions/other operating units	32	16	25	19	89
Number with DG objectives	27 (84%)	14 (88%)	20 (91%)	17 (95%)	78 (88%)
<u>Objective 2.1:</u> Rule of Law	Angola, Eritrea, Ethiopia, Ghana, Liberia, Madagascar, Malawi, Mozambique, Rwanda, Somalia, South Africa, Sudan, Tanzania, Uganda, RCSA, REDSO/ESA (16)	Bangladesh, Cambodia, Egypt, India, Indonesia, Lebanon, Nepal, Philippines, Sri Lanka, West Bank-Gaza (10)	Albania, Armenia, Azerbaijan, Belarus, Bulgaria, Croatia, Georgia, Kazakhstan, Kyrgyzstan, Macedonia, Moldova, Romania, Russia, Tajikistan, Turkmenistan, Ukraine, Uzbekistan (17)	Bolivia, Brazil, Columbia, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Mexico, Panama, Paraguay, Peru, Caribbean Regional Program, LAC Regional (16)	59
<u>Objective 2.2:</u> Elections and Political Processes	Angola, Benin, Ghana, Guinea, Liberia, Malawi, Mozambique, Nigeria, Rwanda, South Africa, Tanzania, Uganda, Zimbabwe, REDSO/ESA, RCSA (15)	Bangladesh, Cambodia, Indonesia, Mongolia, Nepal, West Bank-Gaza (6)	Albania, Armenia, Azerbaijan, Bulgaria, Croatia, Georgia, Kazakhstan, Kyrgyzstan, Macedonia, Moldova, Romania, Tajikistan, Ukraine, Uzbekistan (14)	Bolivia, Columbia, Dominican Republic, Guatemala, Guyana, Haiti, Nicaragua, Paraguay, Peru, Caribbean Regional Program, LAC Regional (11)	46
<u>Objective 2.3:</u> Civil Society	Angola, Benin, DR Congo, Eritrea, Ethiopia, Ghana, Guinea, Kenya, Liberia, Malawi, Mali, Mozambique, Nigeria, Rwanda, Somalia, South Africa, Sudan, Tanzania, Uganda, Zimbabwe, AFR/SD, REDSO/ESA, RCSA (23)	Bangladesh, Cambodia, Egypt, Indonesia, Lebanon, Nepal, Philippines, West Bank-Gaza, Yemen (9)	Albania, Armenia, Azerbaijan, Belarus, Bulgaria, Croatia, Georgia, Kazakhstan, Kyrgyzstan, Macedonia, Moldova, Romania, Russia, Slovakia, Tajikistan, Turkmenistan, Ukraine, Uzbekistan (18)	Bolivia, Brazil, Columbia, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Mexico, Paraguay, Peru, LAC Regional (13)	63
<u>Objective 2.4:</u> Governance	Angola, Benin, Eritrea, Ethiopia, Ghana, Guinea, Malawi, Mozambique, Namibia, Nigeria, Rwanda, Senegal, Somalia, South Africa, Tanzania, Uganda, Zambia, Zimbabwe, REDSO/ESA, RCSA (20)	Bangladesh, Egypt, Indonesia, Jordan, Lebanon, Morocco, Philippines, West Bank-Gaza, Yemen (10)	Albania, Armenia, Azerbaijan, Bulgaria, Croatia, Georgia, Kazakhstan, Kyrgyzstan, Macedonia, Moldova, Poland, Romania, Slovakia, Tajikistan, Turkmenistan, Ukraine, Uzbekistan, Central Asia Regional (18)	Bolivia, Columbia, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Haiti, Honduras, Mexico, Paraguay, Peru, LAC Regional (13)	61

* Table source: CDIE Online Crosstab Report generated March 6, 2001 with 96 percent of operating units reporting

HOW THE DG CENTER IS ORGANIZED



James E. Vermillion, Acting Director
John Wiebler, Acting Deputy Director

TECHNICAL TEAMS

Rule of Law

Gail Lecce
Michael Miklaucic
Jan Stromsem

Elections and Political Processes

Michele Schimpp
Susan Jay
Aud-Frances McKernan
Larry Sacks
Gene Ward

Governance

Neil Levine
Gary Bland
Keri Eisenbeis
Pat A. Fn'Piere
Eric Kite
Keith Schulz

Strategic Planning and Field Support

Jerry Hyman
Josh Kaufman
Wendy Marshall
Robin Silver

Civil Society

Gary Hansen
Adriana Barsotti-Kaplan
David Black
Harry Blair
Mike Hancock
Mark Koenig
Kimberly Ludwig
Sharon Morris
David Nelson

Program/Information

John Wiebler
Patricia Allen
Sarah Bouchie
Michelle Bright
Stacie Chapman
Shamila Chaudhary
Beata Czajkowska
Karen Farrell

Jonathan Haddad
David Sip
Cheryl Sparks-Walniuk
Rachael Wilcox

REGIONAL TEAMS

Asia/Near East (ANE)

Josh Kaufman
Karen Farrell
Jonathan Haddad
Gary Hansen
Michael Miklaucic
Keith Schulz
Gene Ward

Africa (AFR)

Susan Jay
Sarah Bouchie
Keri Eisenbeis
Pat A. Fn'Piere
Kimberly Ludwig
Wendy Marshall
Aud-Frances McKernan
Sharon Morris
David Nelson

Latin America/Caribbean (LAC)

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Gary Bland
Mike Hancock
Adriana Barsotti-Kaplan
Gail Lecce
Larry Sacks
Michele Schimpp
Robin Silver
Jan Stromsem

Europe and Eurasia (E&E)

Josh Kaufman
David Black
Gary Bland
Beata Czajkowska
Mark Koenig
David Sip

SPECIALIZED ASSIGNMENTS

Labor

Mike Hancock
Adriana Barsotti-Kaplan

Women and Politics

Susan Jay
Cheryl Sparks

Conflict

Josh Kaufman
David Black
Beata Czajkowska
Keri Eisenbeis
Wendy Marshall
Michael Miklaucic

Sharon Morris
Keith Schulz

Key: Team leaders underlined

NOTES: Regional teams are coordinated by the strategic planning and field support team and are staffed by country backstops drawn from other parts of the Center. The G/DG Information Unit (funded through CDIE/RRS) is attached to the program/information function. The information on this page was updated as of 06/15/2001. Because the assignments shift between printings of the *User's Guide*, USAID staff should refer to the Center's Intranet site, <<http://inside.usaid.gov/G/DG/>>, for an up-to-date listing.

HOW TO ACCESS A DG CENTER IMPLEMENTING MECHANISM

Copies of current acquisition and assistance awards have been sent to all missions and contracting officers. Sample statements of work are available from G/DG staff or from the web at <http://inside.usaid.gov/G/DG/>.

Accessing an indefinite quantity contract (IQC):

NOTE: There is no dollar value or time limit on delivery orders other than the IQC's ceiling/period of performance.

- 1) To access the IQCs, missions prepare a statement of work (SOW) for a task order that briefly describes the purpose, background, objectives, desired activities, deliverables, and/or performance measures as appropriate, as well as a notional budget and timeframe.
- 2) The SOW is shared with the G/DG cognizant technical officer (CTO) to ensure that the proposed activities are consistent with the IQC purpose and that the budget is within the existing award ceiling level. G/DG may also offer substantive comments on the SOW for mission consideration.
- 3) Fair consideration as to which of the IQC firms will undertake the proposed activity is required. Section F of the contract specifies a three-tiered fair consideration process. The first tier is a review of past performance. Past performance information is available from G/DG and on the Intranet at <http://inside.usaid.gov/G/DG/>. The second tier is a review of proposed personnel and their availability. The third tier is a review of technical and cost proposals. Tier 2 and 3 documentation may be requested of the contractors if Tier 1 consideration is not decisive. If the mission determines that information at a tier, moving from 1-3, is sufficient to justify a fair consideration determination, there is no need to go to the next level, unless the proposed activities are \$2 million or more. With requirements of \$2 million or more, a Tier 3 review, managed by the mission's contracting officer, is required. If an awardee is selected based on a Tier 1 or Tier 2 review, a brief written justification is submitted to the mission contracting officer with the request to make the award.
- 4) After review of the SOW by G/DG and determination of fair consideration, the mission sends a formal request to its contracting officer to negotiate a task order under the IQC.

Accessing a grant or a cooperative agreement (CA):

NOTE: Proposed programs must fit within the scope of the activities funded by the central award. However, grantees and CAs may agree to extend their program in a given country or to initiate a program in a new country. Because grants and CAs are assistance instruments, USAID may not impose a particular activity, nor may it dictate which member of the CA shall implement a given program. Preferences, however, should be stated and will be forwarded to the CA by the CTO along with the draft SOW.

1. The mission sends a draft statement of work (SOW) to the G/DG program contact who serves as the cognizant technical officer (CTO). A notional budget should be attached.
2. If the existing grant or cooperative agreement program scope accommodates the proposed activity, the CTO reviews the mission SOW with the grantee. With grantee agreement the CTO responds to the mission, a funds transfer is arranged, and an incremental funding action is scheduled. If the mission SOW cannot be accommodated in the program description of the existing grant or cooperative agreement, the CTO assesses partner organization interest in the mission SOW and then, as necessary, requests negotiation of modification of the grant/cooperative agreement by the grants officer. This requires significantly more time.

Accessing a participating agency service agreement (PASA) or an participatory agency program agreement (PAPA):

NOTE: Proposed programs will be discussed with PASA or PAPA agency staff to determine that agency's interest and ability to respond.

1. The mission sends a draft statement of work (SOW) to the G/DG program contact who serves as the cognizant technical officer (CTO).
2. After the G/DG and PASA/PAPA review, mission is notified of approval and sends a formal request to the appropriate contracting officer to negotiate a buy-in or incremental funding action, as appropriate.



CROSS-CUTTING SERVICES **(Agency Objectives 2.1-2.4)**

- **DG Analytical Services**
- **Democracy Fellows**
- **Information Unit**

IQCs FOR DG ANALYTICAL SERVICES

Strategic Support Objectives 2.1-2.4

G/DG Contact: Joshua Kaufman (CTO)

IQCs	Award Number	Expiration
Associates in Rural Development	AEP-I-00-99-00041-00	9/29/2004
Management Systems International	AEP-I-00-99-00040-00	9/29/2004

Purpose: These two IQCs have been designed primarily to provide analytical and implementation services and to advance the technical excellence of the Agency's DG programs.

Possible Work Areas: The IQCs may be used to

Undertake DG and subsectoral assessments, e.g.,

- Full-scale DG sector assessments that include examination of all major functional components and areas of USAID interest
- Single component or subsectoral DG assessments (e.g., rule of law, decentralization, elections and political processes, civil/military relations)
- Regional or multi-country DG assessments

Develop DG strategies, e.g.,

- Long-term strategic plans, including strategic objectives and targets of opportunity, or incorporating DG strategies, principles, and approaches into an overall program portfolio
- Regional level DG strategies, programs, and action plans

Design DG programs, activities, and evaluations, e.g.,

- Designing or redesigning DG programs or activities
- Designing or redesigning programs or activities in other program sectors that have either a DG component or in which DG principles and strategies are to be incorporated
- Designing or redesigning functional activities
- Evaluating programs and activities at various points during and following implementation including "shake-down", mid-term, and final evaluations
- Developing monitoring and evaluation plans for programs and activities

Manage for and report on results, e.g.,

- Developing and refining DG indicators at the strategic (objectives), subsectoral (subject areas), and activity (implementation) levels
- Data collection and analysis plans and methodologies to track achievement toward stated objectives
- Developing or revising performance plans, results frameworks, and/or R4s (or their functional equivalents), including objectives and indicators

Provide information, documentation, training, networking, and research, e.g.,

- Assessing and making maximum use of new and alternative information sources and modes of communication (e.g., Internet discussion groups, teleconferencing, bulletin boards, and data bases)
- Developing, maintaining, and using targeted mailing lists or other techniques to disseminate information
- Developing and implementing training programs to increase the knowledge and skills of USAID personnel or that of cooperating partners or other donors
- Facilitating workshops that bring together USAID staff with cooperating agencies including PVOs, NGOs, universities, consulting firms, to discuss the Agency's DG programs and the potential role of these partners in the program's implementation
- Studies pertaining to policy constraints, theoretical limitations, and systemic or sectoral problems

Provide direct technical assistance and/or advisory services to host-country institutions (both governmental and non-governmental) and to promote the transition to and consolidation of democracy and improved governance, e.g.,¹

- Developing and implementing capacity-building training programs for both government and non-governmental actors in a range of functional and generic areas at the local, national, regional or global levels
- Facilitating the exchange of both government and non-government staff on a regional and inter-regional basis, and, where necessary, providing relevant training through workshops and seminars

Purchase commodities and implement DG programs

IG/DG has prepositioned funds allowing for the rapid deployment of resources, including qualified technical personnel for reconnaissance, planning, and early implementation of assistance activities. Also, the IQCs include authorization for the management of a small grants program. Please contact the CTO for further information.

PRIME CONTRACTORS:

Associates in Rural Development, Inc. (ARD)
Rhys Payne
159 Bank Street; Third Floor
P.O. Box 1397
Burlington, VT 05402
Tel: (802) 658-3890
Fax: (802) 658-4247
E-mail: rpayne@ardinc.com
Web site: www.ardinc.com

Management Systems International (MSI)
Jill Tirnauer
600 Water Street, SW
Washington, DC 20024
Tel: (202) 484-7170
Fax: (202) 488-0754
E-mail: jtirnauer@msi-inc.com
Web site: www.msiworldwide.com

SUB-CONTRACTORS:

To ARD:

Caribbean Resources International
Center for the Study of Democracy, University of
California, Irvine
Checchi & Company Consulting, Inc.
Innovative International Development, Inc.
International Science and Technology Institute, Inc.

To MSI:

Academy for Educational Development
The Asia Foundation
Evidence Based Research, Inc.
Institutional Reform and the Informal Sector,
University of Maryland
International City/County Management Association
International Foundation for Election Systems
Michigan State University
Southern University and A&M College System
State University of New York at Albany

¹ The implementation of DG work will fall primarily under other contracts and assistance awards. However, implementation may be required under this subject area as well, but only under the following circumstances:

- (1) for implementation involving programs that cut across two or more sectors of USAID concern (such as, but not limited to, economic and environmental programs), provided that one of the program areas is included in USAID's DG framework
- (2) for implementation of programs in DG covered by the scope of this subject area and not covered under other contracts or assistance awards
- (3) for implementation precluded by policy and legal restrictions under other contracts and assistance awards

DEMOCRACY FELLOWS COOPERATIVE AGREEMENT

Strategic Support Objectives 2.1-2.4

G/DG Contact: Wendy Marshall (CTO)

Cooperative Agreement

World Learning, Inc.

Award Number

AEP-A-00-95-00024-00

Expiration

9/30/2001

Purpose: The Democracy Fellows Program (DFP) develops the talents and the career commitment of junior and mid-level democracy experts by providing them with essential field experiences in international democracy-building. The DFP is intended to help promote democratic institutions in developing countries and transitional or emerging democracies, while also helping to develop a cadre of U.S. professionals and technical experts who will have gained invaluable field experience in international democracy, development, and governance issues.

Possible Work Areas: Fellows are expected to work in the specific field of democracy and governance, for example, working with evolving democratic institutions or transitional governments; providing policy analysis and advice; developing evaluation indicators and practical applied (not purely academic) research or methodologies; actively promoting improved democratic practices; providing technical comment on host country, USAID, or other donor organizations' plans and programs; helping to strengthen the capacities of local democratic organizations; providing electoral/constitutional assistance; promoting legal or judicial administration; promoting legislative and electoral reforms; and aiding the development of counterpart institutions and individuals. Each Democracy Fellowship must also include both some technical assistance that directly benefits a host country counterpart, as well as an approved "work product" (e.g., a series of articles, book, etc.) that significantly advances the state of democracy and development.

Matching and Negotiation: Any successful fellowship necessarily requires a high degree of symmetry between the expectations and needs of the fellow and those of the sponsoring organization. This also requires a measure of mutual flexibility, all within the stated fellowship program policies that USAID has established for the DFP. Obviously, pre-award negotiations may occur among the DFP, the identified fellowship candidate, and the mission which sponsors the fellowship. It is not anticipated that any candidate's proposal will exactly match the needs and priorities of the sponsoring organization, but it is expected that the fellowship selection process will yield specific Democracy Fellows whose proposals will serve as a realistic basis for jointly negotiating with the sponsor the annual fellowship work plan that is required of each fellow.

USAID costs for DFP fellowships come from mission program budget funding (not OE budgets), via an OYB transfer to G/DG. G/DG is absorbing the cost of program management, operations, administration, or other overall expenses. Missions may sponsor a fellowship for a period of one or two years, or (as most missions seem to prefer) for a one-year term, with the possibility of a renewal if mutually agreeable. The DFP will also consider the feasibility of somewhat shorter term fellowships (e.g., a nine-month fellowship which may be better suited to a fellow who otherwise works on an academic calendar). In general, however, very short-term mission needs, e.g., less than six months or so, probably should be pursued through alternative short-term consultant and contractor mechanisms, rather than through the DFP.

GRANTEE:

World Learning, Inc.

David Burgess

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INFORMATION UNIT

Strategic Support Objectives 2.1-2.4

G/DG Contact: John Wiebler (CTO)

Contract:

Academy for Educational Development

Purpose: To communicate technical knowledge to USAID field missions and partner organizations in order to strengthen DG program lessons, implementation, and reporting.

Work Areas: The Information Unit works in three principal areas: communications, training, and research. The communications function covers the following activities, most of which are distributed exclusively through AIDNet to USAID staff. Those that are marked with an asterisk (*) are also available to an external audience upon request:

- Designing, editing, and publishing the *Democracy Dialogue* technical notes series *
- Writing/editing *Democracy Report*, a weekly electronic newsletter based on the Tuesday Group presentations to USAID staff
- Writing/editing *DG Announcements*, periodic electronic notices to inform field and Washington DG staff of Center issues, events, and resources
- Designing, managing, and maintaining the Center's Intranet site
- Designing, managing, and maintaining the Center's Internet site *
- Designing, editing, and publishing documents in the Technical Publication Series *
- Designing, editing, and publishing documents in the Occasional Papers Series *
- Designing, editing, and publishing documents in the Briefing Booklet Series *

Training activities include the following:

- Coordinating the annual DG officers' conference
- Coordinating the annual partners' conference
- Orienting/training new DG staff
- Advising technical teams on workshops/conferences
- Designing/producing distance learning modules

Research activities involve the following:

- Researching and writing subsectoral background information in support of Center documentation
- Preparing congressional Q&A's
- Performing analyses of DG subsectoral and regional trends
- Providing DG reference services



RULE OF LAW

Strengthening rule of law and respect for human rights (Agency Objective 2.1)

Technical Team Leader
Gail Lecce

Just as there are many ways of defining rule of law sector elements and problems, there are also numerous ways of developing rule of law programs. The Center supports work in rule of law in three areas:

- Improving outdated or otherwise inadequate legal frameworks and codifying human rights
- Strengthening justice-sector institutions
- Increasing citizens' access to justice

The relative importance of these factors in a given country depends upon its cultural and historical legacy and other contextually defined conditions.

Priority Areas: Legal reform, administration of justice, citizens' access to justice, respect for human rights, and constitutions and fundamental law

IQCs FOR RULE OF LAW

Results Package Number: 932-001

G/DG Contacts: Michael Miklaucic (CTO)

IQCs	Award Number	Expiration
National Center for State Courts	AEP-I-00-00-00011-00	3/27/2005
The IRIS Center	AEP-I-00-00-00012-00	3/28/2005
Management Sciences for Development	AEP-I-00-00-00013-00	3/27/2005

Purpose: In many states with weak or nascent democratic traditions and underdeveloped economies, the processes and institutions that are necessary to uphold the rule of law are incompletely evolved, ineffective, or may not even exist. Legal frameworks are often out of touch with social reality and contemporary needs, and often diverge significantly from internationally accepted norms. Customary and informal practice may cause further deviations. When these conditions prevail, the rule of law, democratic reform, and sustainable economic development cannot be achieved.

The purpose of these IQCs is to support transition to, and consolidation of the rule of law, and the promotion and protection of human rights throughout the world. Activities under these IQCs will improve and enhance the Agency's performance in facilitating the growth and sustainability of legal and judicial systems that promote a rule of law consistent with respect for human rights and market-based economies, commitment to legal equity, and democratic principles.

Possible Work Areas: Activities under these IQCs will involve the following functional areas: (1) legal frameworks, (2) justice sector institutions, (3) access to justice, and (4) building constituencies for sectoral reform.

- (1) Legal Frameworks: Work in this area addresses a nation's legal framework (its constitution, organizational, procedural, and substantive laws, and regulations). If these are inadequate, promoting the rule of law can become a futile endeavor. For example, many developing countries inherited legal structures from colonial powers. These structures are usually antiquated or inconsistent with contemporary social and economic realities. Often, constitutionally recognized human rights guarantees are not supported in the secondary laws that effectively govern sectoral operations. These operations are also impeded by laws defining basic organization in ways that entrench inefficiencies, facilitate or encourage corruption, and undermine institutional mandates. Outdated laws often inhibit commercial transactions, and prohibit the adoption of modern technologies and practices.
- (2) Justice Sector Institutions: In most countries, the justice sector is comprised of several interdependent institutions: the judiciary, prosecutors, investigators and the police, public defenders, and the private bar. In most developing and transition countries, justice sector institutions suffer from a lack of integration, uneven development, and often incompatible institutional mandates and traditions. In addition, lack of skills and knowledge to make new systems work as intended, along with informal practices, may further distort performance. The objective for work in this area is to assist institutions to make them more efficient and effective.
- (3) Access to Justice: In many countries, years of colonialism, authoritarianism, or brutal dictatorship have robbed individuals of any expectation of fair treatment by governmental institutions. Often there is little understanding or information about rights and how to use the justice system to defend them. Inadequate capacity of the courts and resulting case backlogs frequently mean that justice is both delayed and denied. Work in this area focuses on promoting equal access to justice to ensure that all individuals are able to seek and obtain redress for their grievances—be they with other private parties or with state officials or organizations.
- (4) Building Constituencies for Reform: Reform of the justice sector is a political process and requires political support to succeed. Despite the many complaints about justice systems, and the often very clear picture of what needs to be fixed, reform programs are often stymied by a lack of effective local backing. Vested

interests, powerful opposition, or the sheer weight of inertia and fear of the unknown frequently prevent any but the most minimal advances. Like the particular problems, the political obstacles vary from country to country, but in all cases, the common challenge is to generate broader interest, coordinate the actions and concerns of a variety of political actors, reach consensus on a common plan of action, and maintain support through its implementation. Work in this area is focused on developing the political will necessary to carrying through with reforms.

Specific tasks under these IQCs may include, but are not limited to the following:

- Justice sector assessments
- Justice sector strategy development
- Justice sector activity design
- Justice sector institutional analysis
- Justice sector planning
- Justice sector technical assistance
- Analysis of linkages between rule of law and economic growth objectives
- Judicial training
- Human rights training
- Other justice sector training
- Managing for results planning
- Financial analysis
- Legal analysis and research (in common and civil law systems, comparative legal systems, international law, labor law, constitutional law, business law, commercial law, law of associations, and general law)
- Auditing of justice-sector institutions
- Workshop and conference planning
- Publishing (e.g., monographs, studies)
- Procurement/logistics (e.g., computers and office supplies for courts)

G/DG has prepositioned funds allowing for the rapid deployment of resources, including qualified technical personnel for reconnaissance, planning and early implementation of assistance activities. Also, the IQCs include authorization for the management of a small grants program. Please contact the CTO for further information.

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InterAmerican Bar Foundation
International Programs
Consortium, Inc.
Amex International, Inc.
Barents Group
Center for International
Development and Conflict
Management, University of
Maryland
International Law Institute
Spangenberg Group

To MSD:
SUNY, New York University
American University
Planitech
Brown & Co.

RESOURCE GROUP:

Environmental Law Institute, and
others

HUMAN RIGHTS AND RULE OF LAW COOPERATIVE AGREEMENTS

Results Package Number: 932-001

G/DG Contact: Michael Miklaucic (CTO)

Cooperative Agreement	Award Number	Expiration
RIGHTS Consortium	AEP-A-00-99-00016-00	3/4/2004
IFES/Law Group Consortium	AEP-A-00-99-00017-00	3/22/2004

Purpose: G/DG has awarded two “leader with associates cooperative agreements” to non-governmental organizations to enhance the Agency’s capacity to promote respect for human rights and the rule of law by providing accelerated access to NGOs with extensive human rights and rule of law expertise. The RIGHTS Consortium includes Freedom House as the lead organization with the American Bar Association’s Central and Eastern European Initiative (ABA/CEELI) and the National Democratic Institute for International Affairs (NDI). The second consortium includes the International Foundation for Election Systems (IFES) as the lead organization and the International Human Rights Law Group (Law Group).

Possible Work Areas: Both consortia offer programs in the following areas:

- Strengthening legal protections for human rights and gender equity in conformance with international standards
- Promoting the reform of judicial, legal, and regulatory frameworks (codes, laws, constitutions, etc.) that support democratic institutions and market-based economies
- Strengthening justice sector institutions, including the judiciary, prosecution, legal defenders, and civilian police
- Improving access to justice and the skills and knowledge necessary to use the justice system effectively, including legal literacy, legal, and alternative dispute resolution programs

Leader with Associates Cooperative Agreements: The two cooperative agreements are structured to offer USAID accelerated access to the expertise of the NGO partners. Awarded as “leader with associates” agreements, missions and bureaus may negotiate and award, with no further competition (and without the noncompetitive justification required by ADS 303), separate cooperative agreements or grants to the partner organizations for work in rule of law and human rights. Associate award provisions are thereby loosely analogous to those for task orders under an IQC. In addition, G/DG funding of the leader awards pre-positions resources for the quick mobilization of personnel when needed. For USAID Missions and bureaus, the cooperative agreements thus offer ready assistance in meeting urgent requirements for assessments, strategy formulation, activity design, and implementation start-up. The rapid response capability is expected to be especially useful in the programming of economic support funds and non-presence country activities.

The scope of activities that are eligible to be undertaken through either the leader or associate agreements is broad and meant to cover the complete spectrum of donor assistance activities in rule of law and human rights. Specifically, an activity that is consistent with the above stated purpose or work areas is eligible to be undertaken with the provisions of the new cooperative agreements.

The leader agreements have an authorized funding level of \$4 million each and a five-year life (see expiration dates at top). There is no limit on the value of individual associate awards, nor ceiling on the total value of associate awards that may be awarded over the effective life of the leader agreement. Associate awards may extend beyond the life of the lead award.

Missions and bureaus interested in accessing the services of either of the two cooperative agreements should contact the CTO for further details and guidance.

Core Activities:

Leader Cooperative Agreements—G/DG will fund core activities under the two leader cooperative agreements to which missions and regional and other central bureaus may also wish to contribute. Core funds will be spent on four main areas: rapid response assistance in non-presence and priority presence countries; regional and inter-regional human rights and legal advocacy networks; development and dissemination of resource materials; and assessment and evaluation. Core funding is, unfortunately, very limited, and field missions may fund core activities with their own funds.

Associate Award Activities—Missions/bureaus fund all “associate” award activities.

IFES/LAW GROUP CONSORTIUM:

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AFFILIATES:

With the IFES/Law Group Consortium:
International Law Institute

With the RIGHTS Consortium:
American Center for International Labor Solidarity
Columbia University Center for the Study of Human Rights
The International Association of Women Judges
The International Center for Journalists
The International Rescue Committee
The International Women Judges Foundation
Northwestern University Law School
Human Rights Center
Women Law and Development International

U.S. DEPARTMENT OF JUSTICE PASA

Results Package Number: 932-001

G/DG Contact: Michael Miklaucic (CTO)

PASA

Department of Justice

Award Number

AEP-P-00-96-00024

Expiration

9/30/2002

Purpose: Strengthening the capacity of legal systems and institutions to render justice fairly and effectively is fundamental to establishing the rule of law. To advance USAID's efforts in these areas, G/DG entered into a Participating Agency Service Agreement (PASA) with the U.S. Department of Justice (DOJ). Under the PASA, USAID Missions around the world can utilize DOJ's expertise to conduct justice sector assessments, design ROL projects, provide technical assistance and training, review laws and legislation, and make policy recommendations.

Possible Work Areas: Through its office for Overseas Prosecutorial Development, Assistance and Training, DOJ can offer a broad range of ROL support by drawing from its pool of administrative personnel and 8,000-plus attorneys, as well as other legal sector professionals. For example, DOJ can provide technical assistance and training to judges, prosecutors, and other justice sector personnel in such areas as basic legal and investigative skills, professional responsibility, case management, budgeting, and strategic planning. In addition, DOJ can offer more specialized assistance directed at addressing a variety of crime problems, including public corruption, fraud, money laundering, organized crime, and child exploitation. While the PASA emphasizes criminal justice assistance, it also enables USAID Missions to access DOJ's expertise in other areas, such as civil rights, commercial law, and environmental law.

Depending on their availability and departmental interests, DOJ personnel may be available for short- to long-term ROL assignments. In general, with respect to short-term assignments, it is envisioned that DOJ will continue to pay the salary costs of its personnel, while USAID will cover additional costs associated with ROL activities, such as travel and per diem. Thus, aside from providing access to considerable legal resources, the PASA offers missions a cost-effective means of delivering ROL assistance.

This agreement must be accessed through the Center for Democracy and Governance. USAID Missions should contact the CTO to discuss the agreement. Please do not contact the DOJ directly.

INTERNATIONAL DEVELOPMENT LAW INSTITUTE GRANT

Results Package Number: 932-001

G/DG Contact: Michael Miklaucic (CTO)

Grant	Award Number	Expiration
International Development Law Institute	AEP-G-00-97-00031-00	9/30/2003

Purpose: To support specific programs being developed by the International Development Law Institute (IDLI) which contribute to USAID objectives in the rule of law field.

Possible Work Areas: Activities over the life of the grant might include training of lawyers and judges; development of judicial benchbooks; organization of conferences and/or workshops dealing with impact analysis of legal reform and training at the country level; country legal sector needs assessments; activities developing synergisms among democracy, governance, and economic growth; technical assistance; and other activities leading to the strengthening of legal and judicial organizations within the context of USAID programs.

Training activities are expected to consist primarily of focused, in-country customized training workshops as agreed by USAID and IDLI, but may also utilize the Rome Training Center and the IDLI basic curriculum, as appropriate.

GRANTEE:

International Development Law Institute (IDLI)
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U.S. FEDERAL JUDICIARY PAPA

Results Package Number: 932-001

G/DG Contact: Jan Stromsem (CTO)

PAPA:

U.S. Federal Judiciary

Purpose: This participatory agency partnering agreement (PAPA) facilitates the participation of the U.S. Federal Judiciary in promoting the rule of law within the context of USAID strategies throughout the developing world. USAID Missions can utilize the agreement as a means of sharing the expertise and experience of U.S. federal judges (and other judicial personnel) with counterparts in host country judges (and other judicial personnel) with counterparts in host country judiciaries.

Possible Work Areas: In addition to judicial exchanges, the PAPA envisions workshops and training sessions on a range of topics including (but not limited to)

- Judicial independence
- Judicial administration
- Judicial review
- Constitutional courts
- Judicial ethics
- Judicial education
- Jury systems
- Case management
- Alternative dispute resolution

This agreement must be accessed through the Center for Democracy and Governance (G/DG). USAID Missions should contact the CTO to discuss the agreement. Please do not contact the U.S. Federal Judiciary, Administrative Office of the U.S. Courts, or the Federal Judicial Center directly. The agreement can be used in conjunction with delivery/task orders under other procurement mechanisms. For example, rule of law assessments, evaluations, training, or other implementation activities funded through contracts, cooperative agreements, or grants with other entities can be supplemented by the participation of U.S. Federal Judiciary personnel via a buy-in to this PAPA.



ELECTIONS AND POLITICAL PROCESSES

More genuine and competitive political processes (Agency Objective 2.2)

Technical Team Leader

Michele Schimpp

Elections can be a primary tool to help force political openings and expand political participation. In recent years, elections have been a principal vehicle for democratization, as authoritarian governments have frequently fallen to democratic forces. Electoral campaigns also tend to foster political liberalization. For an election to be free and fair, certain civil liberties, such as the freedoms of speech, association, and assembly, are required. Elections offer political parties and civic groups an opportunity to mobilize and organize supporters and share alternative platforms with the public. They also serve to encourage political debate.

Priority Areas: Impartial electoral frameworks, credible electoral administration, effective oversight of electoral processes, informed and active citizenries, representative and competitive multi-party systems, inclusion of women and other disadvantaged groups, effective transfers of political power

CONSORTIUM FOR ELECTIONS AND POLITICAL PROCESS STRENGTHENING II

Results Package Number: 932-002

G/DG Contact: Susan Jay (CTO)

Cooperative Agreement
CEPPS

Award Number
DGC-A-00-01-00004-00

Expiration
2/3/2006

Purpose: G/DG has awarded a cooperative agreement to the Consortium for Elections and Political Process Strengthening (CEPPS), a joint venture among the International Foundation for Election Systems, the International Republican Institute, and the National Democratic Institute for International Affairs. All three are leaders in this field and possess a vast amount of experience and expertise. CEPPS programs may be implemented by one member of the consortium, by two or more working on activities separately, or by two or more members working jointly.

The purpose of this agreement is to strengthen and support democratic electoral and political processes by providing access to international and regional organizations that offer a full array of activities in this field. The emphasis is on long-term planning and sustainable development of electoral and political processes rather than event-driven, crisis-oriented activities centered on a single election. The award was designed to allow for the initiation and implementation of short- and long-term activities without requiring a time-consuming competitive application process.

Possible Work Areas: The CEPPS cooperative agreement is designed to respond to immediate and long-term mission and bureau needs related to assessments, strategy formulations, activity designing, and program implementation. The scope of this new award broadens the range of possible activities. Specifically, activities initiated under this award may promote any of the following objectives:

- (1) Credible electoral administration: CEPPS will pursue the goal of building a sustainable indigenous capacity for developing credible electoral administration through approaches such as pre-election training and assessments; strengthening indigenous capacity at all levels of the process through training programs that ensure professionalism and sustainability; and facilitating international donor coordination that allows for effective assistance to reach defined targets in a timely manner.
- (2) Impartial electoral framework: Technical assistance and support for legislators, election administrators, and other government officials, political parties, and citizen groups can be used to develop effective and impartial laws, regulations, constitutional provisions, and institutions that govern electoral processes. Assessments, legislative drafting, fora for public participation and dialogue on electoral reform, and technical assistance to local NGOs are illustrative examples of the avenues that CEPPS provides.
- (3) An informed and active citizenry: Approaches to promote this objective may include civic education campaigns that prepare citizens to exercise their rights and responsibilities in a democratic society; voter education campaigns to inform citizens about the voting process, motivate them to vote, and help them distinguish between political competitors on the basis of substantive issues; training in citizen participation, policy advocacy, and watchdog activities to ensure effective public input in the political process; and capacity building of local NGOs to ensure sustainable and vibrant civil society engagement in governmental and political processes.
- (4) Effective oversight of electoral process: CEPPS can employ comprehensive, long-term approaches to election oversight that link election monitoring with efforts to strengthen electoral complaint mechanisms, as well as regulatory and law reform efforts by political parties, electoral authorities, and citizen groups. Election monitoring programs can be developed to improve the credibility of the electoral process and increase public confidence. Compliant mechanisms may be developed through political party pollwatching and the mobilization of knowledgeable get-out-the-vote workers. The consortium also will support domestic nonpartisan monitoring initiatives by NGOs and help them strengthen their capacities to conduct watchdog and policy advocacy activities between elections. Where appropriate, CEPPS can organize international election assessments that address the entire election process.

- (5) Representative and competitive multi-party system: Political party strengthening programs can be used to develop substantive platforms that reflect citizen concerns and democratic structures within parties based on public input. Assistance to political parties can be given at the national and/or sub-national levels to develop and implement strategic plans, professional secretariats with management and budgetary capabilities, internal communications, and pollwatching capabilities. CEPPS can provide confidential, individual consultations to all viable democratic parties in a country, multi-party fora and networks, and study missions to other countries. Training activities will be developed through consultations with individual parties and with the help of opinion polling and focus groups.
- (6) Effective transfer of political power: CEPPS may be used to provide training or technical assistance for the development of skills for newly elected leaders or new political structures. In situations of transfers of power, CEPPS can offer rapid response assistance to political parties, legislative bodies, and citizen groups. Technical assistance, guidance, training, and other activities can also be used to promote political consolidation, coalition building, and constitutional reform.
- (7) Effective governance by elected leaders and bodies: CEPPS programs strive to promote the development of competent, accountable, transparent, and responsive legislatures that are capable of representing the electorate, overseeing the executive, and participating in the development of laws and policies. Through member and staff training, institutional development and lawmaking projects, CEPPS provides assistance on rules of procedure, transparency, operations of party caucuses, role of the opposition, legislative ethics, committee functions, constituency relations, and oversight of executive agencies. Using this mechanism, lawmakers and public officials can be offered comparative information about the fundamentals of the democratic process for bill-drafting, as well as techniques for increasing citizen access to the legislative process through hearings, public comment periods, correspondence, and district and town meetings.
- (8) Increased participation of women and historically disenfranchised groups: In all areas of programming, CEPPS may be used to solicit support from women and minorities and encourage their participation, including as experts, trainers, and election observers. Training can be offered to political candidates from underrepresented constituencies in order to help them develop strategies to build coalitions, reach out to voters, gather media support, and raise funds, as well to assist them in their roles as an elected official. CEPPS also works with underrepresented groups to help them build issue based and electoral coalitions; raise funds; organize advocacy, voter registration, and get-out-the-vote campaigns; and develop networks of candidates, organizations, and leaders from underrepresented groups, including women.

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IQCs FOR ELECTIONS AND POLITICAL PROCESSES

Results Package Number: 932-002

G/DG Contact: Larry Sacks (CTO)

IQCs	Award Number	Expiration
Int. Foundation for Election Systems	AEP-I-00-00-00007-00	12/14/2004
Development Associates, Inc.	AEP-I-00-00-00008-00	12/14/2004

Purpose: To support the transition to, and consolidation of, democratic governments through which citizens choose their leaders and participate in all levels of political decision-making, particularly in transition and sustainable development countries.

Possible Work Areas: This activity is structured to provide a full range of technical assistance in electoral and political processes. The contractor will provide short- and medium-term technical, advisory, and assistance services in the area of elections and political processes. Services will involve the following functional activities:

- (1) Election Administration: May include country-specific assessments to identify the needs and constraints of conducting “free and fair” elections; technical assistance to election commissions, to develop and strengthen election laws or the constitution or to remedy problems identified in pre-election assessments; and the provision of commodities, poll-worker training, training for election officials, and voter education.
- (2) Political Party Development: May include support to political parties and assistance to legislatures to strengthen the political process. Work may include training to develop institutional capacity and leadership skills, develop party platforms, and increase constituency outreach and service.
- (3) Citizen Participation in Political Processes: May include long- and short-term programs covering the entire range of pre-, post-, and interim-election voter and civic education. Support for international observation teams, indigenous NGO poll-watching, quick counts, and any other method for monitoring the election process is also possible. May also include support for programs that focus on building the capacity of historically disadvantaged groups to participate and exert their interests in the political process.
- (4) Technical Leadership Services: Support may be provided for a range of activities that contribute to furthering the state of the art in elections and political process.

Possible activities include pre-election assessments; electoral laws/legal framework for elections; work on election dispute resolution mechanisms; training of election commissions; poll watchers and/or assistance to other polling officials; election commodity specifications, development, and procurement; political party training and development; training of indigenous or international election observers; development of civic or voter education programs; training in civic or voter education; training of election officials, legislators, and government leaders; development of programs that address gender, minority, and ethnic issues; assessment, evaluation, and/or indicator development; and campaign management.

G/DG has prepositioned funds allowing for the rapid deployment of resources, including qualified technical personnel for reconnaissance, planning and early implementation of assistance activities. Also, the IQCs include authorization for the management of a small grants program. Please contact the CTO for further information.

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Development Associates, Inc. (DA)
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SUB-CONTRACTORS:

To IFES:
The Carter Center

To DA:
Decision Strategies Fairfax International
Joint Center for Political & Economic Studies
Mendez England & Associates



CIVIL SOCIETY

Increased development of a politically active civil society (Agency Objective 2.3)

Technical Team Leader

Gary Hansen

It is through the advocacy efforts of civil society organizations that people are given a voice in the process of formulating public policy. Organizations including human rights groups, professional associations, religious institutions, pro-democracy groups, environmental activist organizations, business associations, labor unions, media organizations, and think tanks play a vital role in educating the public and the government on important local and national issues. Many civil society organizations take on controversial issues. They champion women's rights, ferret out government corruption and impunity, and spotlight business practices that are exploitative of labor and the environment. Their presence and activities help assure that government and citizens comply with the rule of law.

Priority Areas: Encouraging the development of enabling environments and assisting groups to become financially viable and self-sufficient

IQCs FOR CIVIL SOCIETY

Results Package Number: 932-003

G/DG Contact: David Black (CTO)

IQCs	Award Number	Expiration
Creative Associates International	AEP-I-00-00-0019-00	07/11/2005
Management Systems International	AEP-I-00-00-0018-00	07/11/2005

Purpose: The primary purpose of these IQCs is to provide rapid response technical assistance to support civil society programs of USAID Missions and regional bureaus. Services shall focus primarily on the capacity building needs of USAID's civil society partners, at the country, regional, and local levels. The range of technical assistance activities includes the design, implementation and evaluation of activities in the following areas: (1) institutional capacity building, (2) sectoral support, (3) conferencing/networking, and (4) independent media.

Possible Work Areas:

- (1) **Institutional Capacity Building:** The objectives of this activity are (a) to strengthen and/or build the institutional and managerial capacity of civil society organizations (CSOs); and (b) to improve the overall capacity of USAID Missions and bureaus to plan, manage and evaluate (e.g., ensure that lessons learned can be applied to future programs) the programs and projects that strengthen civil society. To accomplish the first objective, the contractors provide technical assistance in such areas as strategic planning and management, financial management and evaluation, and personnel/human resource management. These activities are intended to strengthen civil society organizations' internal practices of democratic governance, e.g., accountability, diversity (particularly as it relates to gender), and transparency. To accomplish the second objective the IQCs can provide technical assistance to USAID Missions and bureaus to design, implement, and evaluate civil society programs.
- (2) **Sectoral Support:** The objective of this activity is to increase the capacities and roles of CSOs in monitoring government policy formation and implementation (i.e., being watchdogs), as initiators of democratic reforms, and as participants in the formation and implementation of public policy. This activity will support the capacity of CSOs to participate in the formulation and the implementation of public policies in a range of democratic governance reform areas at both the macro and the micro levels. Specifically, this activity will increase the capacity of indigenous CSOs to participate in public policy formation and implementation in such areas as rule of law, including human and civil rights; judicial and legal reform; electoral reform and political party development; decentralization and local government reform; legislative reform; and sectoral reform and policy-making in such areas as economic growth, labor, land tenure, and resource use.
- (3) **Networking:** The objective of this activity is to increase cross-fertilization, dialogue, and greater cooperation between and among indigenous, U.S., and international CSOs. Additionally, this activity will increase the linkages between primary level (e.g., self-governing associations), intermediary associations, and national level support organizations. This would include apex organizations or federations, consortia, sectoral networks, think tanks and policy institutes, university departments (e.g., law faculties, media), and training and research institutes.
- (4) **Independent Media:** The objective of this activity is to strengthen independent print and broadcast media, which are critical elements of a vibrant, pluralistic civil society. Independent media provide information, analysis, and opinion. They provide the informational basis for civil society, the venue for policy discussion, and (to the extent that there is a tension between society and the state) one way by which elements of civil society can check the state and non-state actors. Independent media are critical to democracy in general and a dynamic civil society in particular. Illustrative activities include journalism training in-country or abroad, provision of limited amounts of commodities (such as media & computer equipment); capacity building for professional associations; provision of small grants to media outlets;

advocacy support with legislative and regulatory bodies; professional networking (various media centers), exchanges, seminars; civic education on merits of a free press; development of niche market publications.

G/DG has prepositioned funds allowing for the rapid deployment of resources, including qualified technical personnel for reconnaissance, planning and early implementation of assistance activities. Also, the IQCs include authorization for the management of a small grants program. Please contact the CTO for further information.

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To CAII:

The Asia Foundation
Counterpart International
Development Alternatives, Inc.
International Center for Not-for-profit Law
International Research and Exchange Board

To MSI:

Advocacy Institute
Center for Development Communication
Children's Resources International
Esquel Group Foundation
Howard M. Squadron Program in Law, Media, and Society at
Yeshiva University
Institute for Development Research
International Center for Not-for-profit Law
International Development Professionals
International Media Center at Florida International
University
League of Women Voters
Programme for Comparative Media Law of Oxford
University

CIVIL SOCIETY STRENGTHENING COOPERATIVE AGREEMENTS

Results Package Number: 932-003

G/DG Contact: David Nelson (CTO)

Cooperative Agreement	Award Number	Expiration
Academy for Educational Development	AEP-A-00-01-0004-00	3/9/2006
Pact, Inc.	GEG-A-00-01-00005-00	3/9/2006

Purpose: G/DG has awarded two five-year leader with associate cooperative agreements to NGOs in order to strengthen the planning and activity implementing capabilities of civil society organizations. Each *recipient or cooperator* represents a consortium of civil society partners. The cooperative agreements will be jointly managed with G/DG's civil society team. Each award supports innovative approaches that are most likely to enhance local civil society organizations' in facilitating a country's transition to, or consolidation of, participatory democratic processes and economic development. Activities aimed at six objectives will be carried out under each award:

Possible Work Areas:

- (1) Establishment of legal frameworks to protect and promote civil society. Supporting enactment of laws safeguarding freedom of association (e.g., membership in labor unions); efficient and transparent NGO registration procedures; favorable taxation policies for the non-profit sector; freedom of information; efficient and transparent media licensing procedures; journalists; and rights of women and minorities.
- (2) Increased citizen participation in policy processes, implementation, and oversight of public institutions. Supporting activities aimed at representing the interests and rights of citizens; articulating those interests to decision-makers; influencing policy decisions based on represented interests; oversight of government actions and expenditures; and exercising oversight to ensure government and citizen compliance with adopted policies.
- (3) Increased institutional and financial viability of civil society organizations (CSOs). Supporting introduction of democratic features in CSO management and policymaking; institute strategic planning, monitoring, and evaluation systems; comply with generally acceptable accounting and auditing standards; and diversify their resource bases through effective fundraising or revenue-generating techniques. Assisting institutional development of not-for-profit organizations such as human rights and advocacy groups, professional associations, trade unions, women's rights groups, environmental activist groups, business associations, media organizations, religious institutions, and centers of political and social policy analysis.
- (4) Enhanced free flow of information. Assisting the institutional development of plural arrays of independent non-governmental sources of information including print, broadcast, and electronic media; access to public information; the Internet; legal rights; and unencumbered flow of information. Facilitating investigative reporting and strengthening financial and management capacities of indigenous media.
- (5) Strengthened democratic political culture and gender equity. Supporting civic education, including adult education, in-school education for children, use of media, and small grant-funded community development activities can be useful in promoting a gender-sensitive and broad-based democratic culture.
- (6) Support to anti-sweatshop initiatives. Promoting small grants activities (individual grants estimated from \$25,000 to \$150,000) to support local organizations, including trade unions, enterprises, independent media, and government bodies; addressing abusive labor conditions in overseas factories producing products for the U.S. market.

Leader with Associates Cooperative Agreement: Both recipients of the leader awards have been provided with “working capital” from the Center’s core funds. This enables both partners to rapidly respond to bureaus’ and field missions’ requirements on a reimbursable basis. Examples of these types of activities might include civil society assessments, activity design and implementation, training, technical assistance, monitoring and evaluations, seminars and workshops, and sub-grants or contracts to indigenous technical service providers. These may be undertaken in both USAID presence and non-presence countries. The anticipated value of the two leader awards over the five-year life-of-activity is \$6 million each.

With consent of either cooperator and concurrence by G/DG, additional CoAgs or grants known as associate awards may be negotiated and awarded separately by USAID Missions or Bureaus. Funding of associate awards is separate from and in addition to the \$12 million total budget anticipated for the two leader awards.

The associate awards may also be done without further competition or announcements to support the same objectives described above. Each associate award shall contain a separate activity description fitting within the broader program description of the leader award as well as separate budget and reporting requirements. Associate awards shall, however, be covered under the terms and conditions of the leader cooperative agreement award. Substantial involvement clauses included in associate awards must be consistent with those in the leader awards. The substantial involvement clauses in the two CoAgs are USAID’s:

- Approval of partners’ annual work plans
- Designation of key positions and approval of key personnel
- Approval of monitoring and evaluation plans and its involvement in monitoring progress towards program objectives

Anticipated value of the associate awards over the life of activity is estimated at \$ 50 million. Although competition of associate awards is not required, bureaus and missions may review the past experience of each partner and members of their respective consortia.

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AFFILIATES:

With the AED Consortium:

Management Systems International
Mercy Corps International
International Foundation for Election Systems
International Labor Rights Fund
International Research & Exchanges Board
International Center for Not-for-Profit Law
The Johns Hopkins University Center for Civil
Society Studies
The Kettering Foundation
Search for Common Ground

With the Pact Consortium:

The American Center for International Labor
Solidarity
The Center for Civic Education
The Center for Private Enterprise
Children’s Resources International, Inc.
UNITE Union

GLOBAL LABOR PROGRAM

Results Package Number: 932-003

G/DG Contact: Mike Hancock (CTO)

Grant
Solidarity Center

Award Number
AEP-G-00-97-00035-00

Expiration
9/28/2001

Note: Through G/DG, USAID has provided a global grant to the American Center for International Labor Solidarity (Solidarity Center). The Solidarity Center carries out labor development programs formerly administered by the AFL-CIO regional institutes, which included the African-American Labor Center, the Asian-American Free Labor Institute, and the American Institute for Free Labor Development.

Purpose: The Solidarity Center provides technical assistance to and collaborates with indigenous trade union organizations to (1) enhance trade union democracy and the role of unions in the strengthening of civil society (2) promote the establishment of democratic systems through advocacy for reform (3) enable unions to participate actively in the formulation of public policies that create the conditions for broad-based economic growth (4) promote the acceptance of international labor standards and enforcement of national labor legislation and (5) to encourage the elimination of child labor and protection of the rights of women workers.

Possible Work Areas: USAID and the Solidarity Center continue to seek new and innovative approaches to formulating and implementing global labor programs. Through 2002, the USAID grant will focus on the strategic role and participation of unions in promoting democratic governance, free and transparent elections, the rule of law, and broad-based economic growth strategies, which are intrinsically linked to the future of work in the global economy.

Mission and bureau add-ons to the grant are encouraged. The proposed program must fit within the scope of the activities funded by the core grant from G/DG. Because the grant is an assistance instrument, the Solidarity Center must agree that the proposed activity fits within USAID's overall development strategy.

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INTERNATIONAL LABOR RIGHTS FUND GRANT

Results Package Number: 932-003

G/DG Contact: Mike Hancock (CTO)

Grant	Award Number	Expiration
International Labor Rights Fund	AEP-G-00-99-00062-00	12/30/2001

Purpose: Under the terms of this grant, the International Labor Rights Fund (ILRF) is providing technical assistance to civil society organizations in two countries, one in Asia and one in the Americas, to build their capacity to monitor labor practices in the apparel industry. With growing public awareness of labor abuses and “sweatshop” working conditions, particularly in the manufacturing of garment and footwear products, many multinational corporations have voluntarily adopted codes of conduct to govern workplace practices domestically and internationally. Many of these companies have gone even further by committing themselves to an on-going process of independent monitoring and corrective action. The focus of the ILRF grant is to develop the capacity of indigenous civil society organizations, broadly-defined and inclusive of free trade unions, to perform these monitoring functions.

Possible Work Areas: The scope of work includes (1) development of criteria for country selection, including an assessment of the enabling environment, relevance to USAID goals and objectives, availability of corporate participants, and qualifications of existing civil society organizations (2) coalition-building (3) development of training materials (4) monitoring visits and data collection (5) development of reporting instruments and (6) preparation of evaluation reports and recommendations for response.

This project is currently limited to a two-year, two-country pilot project.

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FAIR LABOR ASSOCIATION COOPERATIVE AGREEMENT

Results Package Number: 936-SSO3

G/DG Contact: Mike Hancock (CTO)

Cooperative Agreement

Fair Labor Association

Award Number

AEP-A-00-99-00047-00

Expiration

8/31/2001

Purpose: The recently incorporated Fair Labor Association (FLA) represents the culmination of the work of the Apparel Industry Partnership (AIP). The AIP was formed in August of 1996 at the urging of the Clinton Administration as a means to address violations of internationally-recognized labor rights in the apparel and footwear industries. Such violations include the use of child labor, forced labor, workplace discrimination, inadequate safety and health standards, onerous overtime requirements, and the payment of low wages.

Possible Work Areas: The FLA will be responsible for overseeing company compliance with the workplace code of conduct developed by the AIP. It will be charged with accrediting independent external monitors, determining company compliance, managing an external complaints process, and communicating its findings to the general public. Although the original focus of the association will be the apparel and footwear industries, it will expand to other sectors over time.

Although this activity does not lend itself to mission buy-ins, the work of the association could be supportive of mission goals and activities in a number of areas such as eradicating child labor, enhancing the trade competitiveness of developing countries, promoting occupational safety and health, and raising wages. This program can also foster opportunities for EG-DG linkages. For further information, please contact the CTO at the Center.



GOVERNANCE

More transparent and accountable government institutions (Agency Objective 2.4)

Technical Team Leader

Neil Levine

Many citizens of developing countries recognize the intrinsic value of democracy (e.g., elections, human rights, and representation). However, they are also concerned with a government's ability to function. In general, governance issues pertain to the ability of government to develop an efficient and effective public management process. Because citizens lose confidence in a government that is unable to deliver basic services, the degree to which a government is able to carry out its functions at any level is often a key determinant of a country's ability to sustain democratic reform.

Priority Areas: Anti-corruption initiatives, decentralization and local capacity-building, civil-military relations, public policy development and implementation, and legislative strengthening

IQCs FOR LEGISLATIVE STRENGTHENING

Results Package Number: 932-004

G/DG Contacts: Pat A. Fn'Piere (CTO)
Keith Schulz

IQCs	Award Number	Expiration
State University of New York	AEP-I-00-00-00003-00	2/7/2005
Development Associates, Inc.	AEP-I-00-00-00004-00	2/7/2005

Purpose: To improve the capacity and performance of legislatures, their members, and staff in realizing their representative, lawmaking, and oversight functions. This activity establishes a mechanism for missions to assist host country legislatures to improve their deliberative processes so that they are more democratic, are more transparent and accountable, better represent the public interest, and result in better monitoring of governmental performance.

Possible Work Areas: Missions and bureaus will be able to draw on these IQCs to develop general programs and specific activities to help national or subnational legislatures become transparent and accountable as they improve their capacity to perform their democratic functions. Activities in these areas may include, but are not limited to

- Conducting assessments of the operations of deliberative bodies, designing strategies to improve their operation and effectiveness within a democratic context, and carrying out evaluations of legislative assistance programs
- Developing understanding and means of improving the democratic links between legislators and their districts, their elected subnational government bodies, and their constituents
- Clarifying role and responsibility definitions for parliamentary bodies vis-à-vis the executive and judicial branches of government, NGOs, and constituents
- Providing training to host country legislators and staff regarding best practices for policy formulation, the conduct of public meetings/hearings, and public policy mediation/negotiation
- Providing advisory services pertaining to the drafting, oversight, and implementation of laws, regulations, and ordinances consistent with a democratic government reform
- Developing strategies, programs, and activities that optimize linkages between legislative strengthening and other sectoral areas of USAID's sustainable development strategy

G/DG has prepositioned funds allowing for the rapid deployment of resources, including qualified technical personnel for reconnaissance, planning and early implementation of assistance activities. Also, the IQCs include authorization for the management of a small grants program. Please contact the CTO for more information.

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Associates in Rural Development
KPMG Barents Group
Management Sciences for Development, Inc.
National Conference of State Legislatures
Yuuma Creative Strategies

To DA:
Development Alternatives International
Mendez England & Associates
Robinson & Associates

IQCs FOR DECENTRALIZATION, PARTICIPATORY GOVERNMENT, AND PUBLIC MANAGEMENT

Results Package Number: 932-004

G/DG Contacts: Pat A. Fn'Piere (CTO)
Gary Bland

IQCs	Award Number	Expiration
Associates in Rural Development, Inc.	AEP-I-00-00-00016-00	7/4/2005
Research Triangle Institute	AEP-I-00-00-00017-00	7/4/2005

Purpose: Decentralization changes the distribution of power within societies and can deepen democracy. Reversion to centralized authoritarianism is more difficult when power is diffused and multiple channels for citizen involvement have been developed. Also, moving the locus for decision-making closer to those it affects can improve government responsiveness. These IQCs provide for services in the areas of decentralization and public administration. Two functional areas are included: 1) decentralization and participatory government, and 2) public management and administration.

Possible Work Areas:

- 1) **Decentralization and Participatory Government:** Work in these areas has the following objectives: (a) increasing participatory decision-making, transparency, accountability, and responsiveness at all levels of government by working with both state and non-state actors; (b) increasing the capacity of local government authorities to meet public responsibilities; (c) increasing local participation in government decision-making; and (d) assisting local governments to serve as a counterweight to central state authorities and to participate in policy-making at the regional and national levels.
- 2) **Public Management and Administration:** The objective of this activity is to increase the capacity and performance of all levels of government and of NGOs to execute functions related to the management of public goods and services, public safety, and economic and social reform.

Activities in these areas may include, but are not limited to the following:

- Developing, designing, and implementing decentralization plans, and addressing policy issues related to decentralization and local government programs
- Strengthening the functioning of democratic local government by improving the administrative and technical skills of local authorities (including locally-elected officials, government employees at all levels of government, and NGOs), particularly in planning, delineation of responsibilities and authority, functional organization, and formal decision-making
- Establishing local government practices and procedures to oppose and combat official government corruption at local, regional, and national levels. Work may include assistance to support investigative auditing, corruption awareness training, building transparency into transactions, developing and applying incentives and sanctions to avoid corrupt behavior, and drafting of ethics codes
- Developing strategies, programs, and practices that seek to increase participation: specifically, to increase the direct and indirect participation of women and other formerly disenfranchised groups in government decision-making
- Developing strategies, programs, and activities that optimize linkages between local governance and other sectoral areas of USAID's sustainable development strategy
- Developing general programs and specific projects to address problems of administrative, financial, and political autonomy and transparency

- Providing training to develop strategies for financing local government, improving local financial autonomy, tax collection, and government budgeting (including integrated financial management systems for budget, debt collection, and accounting systems)
- Advising on personnel/civil service reform to help increase the transparency of staffing and personnel decisions
- Training host country public servants at all levels to design and operate sustainable and transparent financial, administrative, and management systems
- Helping define roles and responsibilities for local governments vis-a-vis other levels of government, NGOs, and the private sector

G/DG has prepositioned funds allowing for the rapid deployment of resources, including qualified technical personnel for reconnaissance, planning and early implementation of assistance activities. Also, the IQCs include authorization for the management of a small grants program. Please contact the CTO for further information.

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To RTI:

Abt Associates
 AMEX International
 City/County Communications and Marketing Association
 Institute of Public Administration
 Institute for Training and Development
 International Foundation for Election Systems
 International Women's Democracy Center
 Maxwell School of Syracuse University

ANTI-CORRUPTION PROGRAM ASSISTANCE GRANT

Results Package Number: 932-004

G/DG Contact: Eric Kite (CTO)

Grant	Award Number	Expiration
Transparency International	AEP-G-00-95-00028-00	12/31/2001

Purpose: Transparency International (TI) is a Berlin-based NGO whose mission is to curb corruption through international and national coalitions encouraging governments to establish and implement effective laws, policies, and anti-corruption programs. TI hopes to strengthen public support for anti-corruption programs and enhance transparency and accountability in government.

Possible Work Areas: TI's strategy to accomplish its mission is to establish coalitions of like-minded organizations and individuals to work with governments in developing and implementing national anti-corruption programs. To date, TI has established over 70 national chapters that foster anti-corruption programs in their own countries in accordance with TI's approaches and core values. TI is also developing an information center and conducting research into aspects of containing corruption; participating in public fora; using publicity campaigns to broaden public awareness of the damage caused by corruption, the need to counter it, and the means to reduce it; and compiling an annual index of perceptions of corruption around the world. Mission and bureau add-ons to the grant are possible. Because the grant is an assistance instrument, TI must agree that the proposed activity fits within its existing program.

In addition to this core grant, the Center launched a three-year grant to TI in September 1997. This grant pays for four regional anti-corruption conferences as well as intensive anti-corruption work in 8-10 countries. The country-focused work starts with a baseline survey on corruption in the country and an integrity workshop that allows participants to identify key problems in their country related to corruption and to lay out strategies for overcoming them. Workshop participants include government officials, academics, journalists, civil society representatives, and business leaders who jointly have the capacity to carry out the reforms they propose.

After the kick-off workshop, TI would work with workshop participants to assess the types and content of technical assistance most needed and arrange to have it provided. Such areas might include assistance in designing and even implementing regulatory reform, ethics guidelines, financial management systems, training in advocacy, public awareness raising, etc. No more than a year later, TI would conduct a second survey and a follow-up workshop to review progress, assess the implications for future work, and revise the priorities, timetable, and responsibility assignments as necessary. TI would again assist in providing or accessing technical assistance.

The G/DG grant would pay for the two workshops and the management time of TI throughout the integrity program. Funding for the surveys and specific anti-corruption interventions would come from the host-country government, USAID Mission, and/or other donors. TI anticipates working in countries where there are suitable partners in government and civil society who are genuinely committed to reform and where USAID Missions have identified transparency and accountability as areas to work in.

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IQCs FOR ANTI-CORRUPTION

Results Package Number: 932-004

Contact: Eric Kite (CTO)

IQCs	Award Number	Expiration
Management Systems International	AEP-I-00-00-00009-00	12/14/2004
Casals & Associates, Inc.	AEP-I-00-00-00010-00	12/14/2004

Purpose: The objective of this activity is to curb and prevent governmental corruption in both political and bureaucratic offices. The activity focuses on unilateral abuses by government officials (e.g., embezzlement and nepotism), as well as on abuses such as bribery, extortion, influence peddling, and fraud that link public and private actors.

Possible Work Areas: Activities for these IQCs are expected to encompass the following functional areas: (1) public-sector financial, administrative, regulatory, and personnel controls that promote transparency and accountability; (2) civil society participation in advocating for governmental integrity; and (3) cross-sectoral activities promoting synergies between anti-corruption promotion and other sectoral areas. Major components of this activity include, but are not limited to

- Conducting country assessments and designing strategic responses to corruption
- Conducting service delivery or corruption perception surveys
- Implementing anti-corruption public relations campaigns
- Sponsoring investigative journalism workshops
- Holding integrity workshops at the local or national level
- Providing training and information to non-governmental advocacy groups on advocacy and monitoring skills, management, fundraising and other areas as appropriate
- Training government officials on how to limit authority, improve accountability, and realign incentives in government institutions
- Training host country officials on oversight, ethics, or other anti-corruption related functions
- Providing advisory services related to drafting and enforcing anti-corruption laws
- Assisting with the development of strategies, programs, and activities that optimize linkages between governmental integrity and other sector areas

G/DG has prepositioned funds allowing for the rapid deployment of resources, including qualified technical personnel for reconnaissance, planning and early implementation of assistance activities. Please contact the CTO for further information.

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To C&A:

The Center for Strategic & International Studies
Chemonics International
The Institute of Public Administration
10 “resource organizations” for additional expertise

CIVIL-MILITARY AFFAIRS COOPERATIVE AGREEMENT

Results Package Number: 932-004

G/DG Contacts: Keri Eisenbeis (CTO)

Cooperative Agreement
PDGS

Award Number
AEP-A-00-98-00014-00

Expiration
12/31/2002

Purpose: G/DG has awarded a cooperative agreement to support the Partnership for Democratic Governance and Security (PDGS). The partnership is headed by the National Democratic Institute for International Affairs (NDI) in association with the Center for Civil-Military Relations (CCMR) of the Naval Postgraduate School in Monterey, California. In addition, the partnership presently consists of three contributing partners: the Universidad Torcuato di Tella and SER (Seguridad Estrategica Regional) en el 2000, both of Argentina, and the Institute for Security and Development Studies (ISDS) of the Philippines.

The purpose of the agreement is to foster civil-military relations that are compatible with and conducive to democracy. The global civil-military relations program will pursue the following general objectives: 1) to increase the capacity of both civilian government institutions and non-governmental organizations to understand, analyze, and propose policy in security and defense-related matters; 2) to support and encourage civil-military interaction, discussion, and dialogue; and 3) to facilitate the public availability and exchange of information on such matters. More specific descriptions of programming areas are found below.

- (1) Civilians in Government: One objective of the PDGS cooperative agreement is to increase the capacity of civilian branches of government to perform their functions of management and oversight of the military within a democratic context. This includes educating government officials about their roles and responsibilities vis-a-vis security and defense issues, the role and mission of the armed forces, democratic management and oversight of the military, transparency of the military budget, and military accountability to civilian governance. Elected officials, members of the civil service, and appointed staff of both the legislative and the executive branches require skills and knowledge about civil-military relations to carry out their functions effectively.
- (2) Civil Society Training: The PDGS also aims to educate civilians outside of government about the role they can play in strengthening civil-military relations which are supportive of democracy. These civilians and their organizations range from academics and universities, think tanks, journalists, and NGOs that mediate civil-military interaction to human rights lawyers and NGOs, watch dog organizations, labor and trade unions, and advocacy groups. To attain this end, the PDGS provides activities that raise public awareness about civil-military relations and security issues; trains journalists in reporting on security and military issues; increases the capacity of NGOs to oversee the military's budget, expenditures, and activities; and expands civil society's level of expertise about the military, its role and mission, and its relationship to society and politics.
- (3) Civil-military Interaction: The PDGS recognizes that a major obstacle to the formation of more democratic civil-military relations is the tendency for civilians and the military to view each other with distrust, suspicion, and disrespect, thus failing to seize opportunities to exchange views, information, and ideas. The PDGS member institutions work to promote greater interaction between civilians and the military, establish dialogues on issues of common concern, and build trust and confidence between them.
- (4) Public Availability of Information: The partnership can work with missions and local actors to promote greater openness and easier access to information regarding defense, security, and military affairs, such as national laws on defense and the armed forces, publication of the military budget, information on the defense industry, military activities, and security threats. The PDGS can provide access to training of journalists to investigate and report on military and security affairs and to promote greater media interest in these issues.

- (5) Information Dissemination: In order to expand on the knowledge of both civilians and the military, the PDGS has created the Governance and Defense Clearinghouse. The clearinghouse makes available, both on-line and in hard copy, journal articles and working papers, PDGS-produced resource publications and case studies, information on defense and military laws, security affairs educational programs and scholarships, academic abstracts and bibliographies regarding civil-military relations, and masters degree theses produced at CCMR.
- (6) Technical Leadership: Missions and regional bureaus may wish to participate in the PDGS' technical leadership activities. The partnership will hold conferences, seminars, and exchanges dealing with a variety of technical areas to determine best practices and identify lessons learned. Another purpose of these activities is to build networks of legislators, civilian members of ministries of defense, military officers, NGOs, scholars, and journalists.

Core Activities: G/DG is funding the core activities of the partnership. Core funds will be spent on six areas: a) rapid response assistance in non-presence countries and other special cases, b) building regional and inter-regional networks, c) the production of resource materials, d) information and dissemination, e) the development of a security affairs curriculum for use in democratizing countries, and f) the development of indigenous NGOs through small grants, TA, and improved coordination with other organizations concerned with security affairs. Core-funded activities that benefit USAID Missions may be supplemented through mission add-ons (OYB transfers) to fund country-level programming.

GRANTEE:

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SUB-GRANTEES:

The PDGS has one cooperating partner, CCMR, that will work closely with NDI to carry out technical assistance for missions, implement in-country programming, and develop and publish resource publications and case studies. The three contributing partners (Universidad Torcuato di Tella, SER en el 2000, and the Institute for Security and Development Studies) will each have responsibility for specific aspects of the global activities and will contribute to country-level activities where appropriate.

IQCs FOR STRATEGIC POLICY AND INSTITUTIONAL REFORM

Results Package Number: 932-004

G/DG Contact: Pat A. Fn'Piere (CTO)

IQCs	Award Number	Expiration
Management Systems International	AEP-I-00-00-00005-00	12/10/2004
Development Alternatives, Inc.	AEP-I-00-00-00006-00	12/14/2004

Purpose: Overcoming constraints to implementing reform is one of the most critical challenges faced by developing countries. Reforms often call for changed roles, altered incentive structures, and unfamiliar ways of doing business. Powerful interest groups with a stake in the status quo may put up strong opposition. For these reasons, failure to implement reform is often due to challenges faced during implementation, rather than to flaws in the reforms themselves. The purpose of these IQCs is to provide assistance in carrying out reform measures. Success in this area is particularly important for new democracies, where failure to implement policy reform can easily undermine trust in government.

Possible Work Areas: The IQCs are designed to provide assistance to effectively implement policy, legal, and regulatory reform to improve democratic processes. Services provided through the IQCs will apply a strategic management approach that promotes democratic processes in governance. Improving accountability, transparency, and effectiveness are specific priorities. The approach will draw upon proven tools and techniques that reflect

1. The principles and processes of change management from a systems perspective
2. An emphasis on identification, inclusion, and appropriate ownership of host country stakeholders from the public sector and civil society, incorporating capacity building measures that support sustained, meaningful participation
3. A clear focus on integrating management with technical and contextual concerns
4. Facilitation of public/private sector dialogue, conflict management, partnership development and other processes to support effective policy development and implementation

Services are available in three functional areas:

- 1) Strengthening the capacity of national governments, local governments, non-governmental organizations, and community-based groups to effect policy, legal, and regulatory reform, and to improve democratic processes. As appropriate, regional activities will be eligible for support
- 2) Strengthening the capacity of USAID and other donors to assist governments at the national and local levels, non-governmental organizations, and community-based groups to carry out policy, legal, and regulatory reform, and to improve democratic processes
- 3) Providing design, implementation, and assessment expertise to activities that cut across two or more governance programming areas (i.e., deliberative bodies, decentralization, anti-corruption, public reform, and civil military relations)

Services will help address issues critical to facilitating reform, including but not limited to issues related to fitting proposed reforms into a broader strategic framework, involving interest groups in developing policies, clarifying public and private sector roles and responsibilities, building coalitions for change, managing participation, and cross sector linkages.

Eligible services include rapid-response, one time only, and iterative technical assistance and training services, applied research, study tours, conferences/workshops, commodities, and a small grants program to support indigenous NGOs on a limited basis.

G/DG has prepositioned funds allowing for the rapid deployment of resources, including qualified technical

personnel for reconnaissance, planning and early implementation of assistance activities. Please contact the CTO for further information.

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G/DG TECHNICAL PUBLICATION SERIES

Democracy and Governance: A Conceptual Framework - **November 1998** (PN-ACD-395)

This publication describes the Center's approach to democracy and governance assistance programs. It does so by presenting the strategic thinking underlying the Center's and USAID's worldwide involvement in the areas of rule of law, elections and political processes, civil society, and governance. This framework is also meant to set the foundation for other Center technical publications exploring specialized democracy and governance sector subject matter.

Alternative Dispute Resolution Practitioners Guide - **March 1998** (PN-ACB-895)

This guide is intended to help practitioners make informed decisions with regard to incorporating alternative dispute resolution (ADR) in rule of law programs and other conflict management initiatives. While the primary focus is on the advantages and limitations of introducing ADR within rule of law programs, the guide also discusses how ADR can advance other development objectives.

Civil-military Relations: USAID's Role - **July 1998** (PN-ACC-887)

This publication identifies areas in which USAID could contribute to civil-military relations programming, approaching the subject from a civilian vantage point and looking to broaden civil society participation. The report reviews past activities implemented with donor assistance and identifies current issues. Overall, the publication provides a better understanding of the contributions USAID can offer in this important field.

Handbook of Democracy and Governance Program Indicators - **August 1998** (PN-ACC-390)

This handbook was prepared to help practitioners develop and manage their democracy and governance programs. It discusses the process of designing a performance monitoring system, offers some guidance on identifying performance indicators, and provides a number of illustrative examples (i.e., candidate indicators) which can be used to develop country-specific indicators for diverse democracy and governance programs. Although the primary audience is USAID democracy and governance officers and the organizations with which they work, the handbook may be of use to other development organizations.

A Handbook on Fighting Corruption - **February 1999** (PN-ACE-070)

This handbook presents a framework to assist USAID Missions develop strategic responses to public corruption. The framework sets out root causes of corruption, identifies a range of institutional and societal reforms to address them, and introduces a methodology for selecting these measures. It also describes anti-corruption work carried out by USAID and other organizations.

USAID Political Party Development Assistance - **April 1999** (PN-ACE-500)

The document provides a clearer understanding of the substance and breadth of USAID political party development assistance, the statutory and political constraints on such USAID-supported programming, the methods and approaches to political party assistance programming by the key implementing partners (IRI and NDI), and the limitations and possibilities for future political party development assistance around the world.

The Role of Media in Democracy: A Strategic Approach - **June 1999** (PN-ACE-630)

This paper presents the four basic steps to developing a strategy for media sector support: defining the problem, finding targets of opportunity, assessing the feasibility of activities, and evaluating USAID's comparative advantage in carrying out these activities. It also outlines a 'menu of options' for media programming which should be chosen on the basis of country context.

Managing Assistance in Support of Political and Electoral Processes - **January 2000** (PN-ACF-631)

This publication helps democracy and governance field officers anticipate and effectively deal with the myriad issues and challenges that arise with election assistance programs in changing environments. The practical manual guides users through defining the problem and assessing contextual factors; identifying stakeholders and their motives; selecting options for assistance; linking those options to the mission strategy; and managing electoral assistance. It is suggestive rather than directive, in recognition that, while a certain "conventional wisdom" based on years of experience exists about elections programming, the multitude of variables precludes a "one size fits all"

approach. The approaches suggested in this handbook are based on material gathered through a year-long assessment of electoral assistance activities carried out by USAID Missions and their partners over the past eight years.

USAID Handbook on Legislative Strengthening - February 2000 (PN-ACF-632)

The handbook is designed to assist USAID Missions in developing strategies to help legislatures function more effectively and to perform their functions more democratically and representatively. It explains the importance of legislatures in a democracy, describes factors that influence legislative behavior, and enumerates problems legislatures commonly face. It then presents an assessment framework that is designed to help USAID field officers pinpoint the weaknesses and understand the capabilities of their host-country legislatures. The paper identifies a number of assistance activities designed to address weaknesses and to capitalize on strengths discovered in the assessment. It concludes with guidance for implementing legislative programs and a presentation of emerging issues.

Decentralization and Democratic Local Governance Programming Handbook - May 2000 (PN-ACH-300)

This handbook serves as a practical guide to USAID officers who are faced with the task of developing program activities in the areas of decentralization and democratic local governance. Drawing on 15 years of USAID experience in democracy promotion and on four decades of municipal development work, this publication provides a conceptual framework; guidance for choosing successful programming strategies, for selecting entry points and tactics in program design and implementation, and for mission monitoring and evaluation; and a discussion of key lessons learned and future programming issues.

Conducting a DG Assessment: A Framework for Strategy Development - November 2000 (PN-ACG-305)

This handbook provides a framework for constructing donor, in particular USAID, democracy and governance (DG) strategies. It is not a step-by-step manual on how to develop a strategy, but a guide for how to undertake the assessment process that informs the final product. This framework incorporates what researchers and practitioners have learned from comparative experience.

OTHER AGENCY DG PUBLICATIONS

Constituencies for Reform: Strategic Approaches for Donor-Supported Civic Advocacy Programs

March 1996 (PN-ABS-544)

This CDIE-sponsored study analyzes the role of civil society in promoting democratic transitions. It includes information and analysis from civil society assessments conducted in Bangladesh, Chile, El Salvador, Kenya and Thailand. It also evaluates strategies for strengthening civil society and provides guidance in regards to sequencing interventions.

Weighing in on the Scales of Justice: Strategic Approaches for Donor-Supported Rule of Law Programs

April 1994 (PN-ABG-033)

The document draws on assessments of donor-supported rule of law programs in Argentina, Colombia, Honduras, the Philippines, Sri Lanka, and Uruguay. It also presents criteria for gaging whether a country's environment is conducive to rule of law reform and a framework for rule of law strategy design.

TO ORDER FROM THE DEVELOPMENT EXPERIENCE CLEARINGHOUSE (DEC):

- Please reference the document title and document identification number.
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G/DG PUBLICATIONS PIPELINE

*A projection of publications to be produced by G/DG. Information is correct as of June 15, 2001.
Projected release dates are subject to change. USAID staff can refer the G/DG Intranet site at
<<http://inside.usaid.gov/G/DG/>> for updates.*

SSO 1-4- STRATEGIC PLANNING AND FIELD SUPPORT

Conflict Paper

Product: Occasional Papers Series
Release Date: (TBD)

SSO 1 - RULE OF LAW

African ROL Trends Analysis

Product: TBD
Release Date: (TBD)

Case Management Methodology

Product: Technical Publication Series
Release Date: 2001

ROL Assessment Methodology

Product: Technical Publication Series
Release Date: 2001

Judicial Independence Methodology

Product: Technical Publication Series
Release Date: 2001

SSO 2 - ELECTIONS AND POLITICAL PROCESSES

Elections Papers/Case Studies

Product: Occasional Papers Series
Release Date: December 2001

SSO 3 - CIVIL SOCIETY

Civic Education Synthesis Report

Product: Technical Publication Series
Release Date: 2001

Civil Society Strategies

Product: Technical Publication Series
Release Date: 2001

Labor Strategies Manual

Product: Technical Publication Series
Release Date: 2001

Advocacy Paper

Product: Technical Publication Series
Release Date: 2001

Participation and Economic Reform

Product: Occasional Papers Series
Release Date: 2001

Media Handbook: Part II

Product: Technical Publication Series
Release Date: 2001

"Can Democracy Be Taught"

Product: Occasional Papers Series
Release Date: 2001

SSO 4 - GOVERNANCE

Accountability Paper

Product: Occasional Papers Series
Release Date: 2001

BIOGRAPHICAL SKETCHES OF CENTER TECHNICAL STAFF

(updated June 15, 2001)

James E. Vermillion received his Ph.D. from the University of Virginia and master's degrees from the University of South Florida and Boston University. His areas of specialization included public administration, statistics, and measurement. Before joining the Center, he was USAID's senior policy advisor for democracy and governance in PPC, deputy director of USAID's mission in Haiti, deputy director of the office for East Asia in ANE, and deputy director of the LAC Office of Trade and Investment. He has served USAID overseas in Tunisia, Cambodia, and twice in Haiti. Before joining USAID, Jim was on the faculty of Boston University and worked on political campaigns and in community organizing. He lived in Jamaica for five years in the 1970s where he taught public school.

John Wiebler has an M.A. degree in economics and a B.B.A. degree with an emphasis on finance. Prior to joining USAID, he spent five years in regional/city planning. Overseas tours with USAID have included Botswana, Morocco, Nepal, Zaire, and Zambia. John's USAID experience includes overall strategy development, program design, and performance monitoring systems.

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Adriana Barsotti-Kaplan recently joined the Center as a RSSA from the U.S. Department of Labor. There she worked for the Employment and Training Administration, where she was an employee development specialist in the Human Resource Development unit of the Office of Human Resources. Starting work at the Department of Labor in 1995, Adriana has been a trainer and facilitator developing and designing training programs for new ETA employees. Prior to DOL, Adriana worked as the assistant director of the Washington office of Feed the Children, Inc., an NGO based in Oklahoma. There she backstopped, monitored, and conducted evaluation reviews of the FTC-Guatemala program, which received funding and supplies from the USAID Food for Peace Office. Adriana received her M.P.A. from New York University's Wagner School for Public Administration, with a concentration on international administration.

David Black received a B.A. in international relations from Colgate University and attended the Maxwell School's International Affairs Program at Syracuse University. Before joining the Center in 1999, he spent four years managing media, political process, rule of law, and anti-corruption activities as the democracy advisor for the Western NIS Regional USAID Mission in Ukraine. David also worked in the Democracy and Governance Office of USAID's E&E Bureau as a project manager for political process and elections activities.

Harry Blair has an A.B. in history from Cornell University and an M.A. and Ph.D. in political science from Duke University. In August 2000, he retired from Bucknell University, where he was professor of political science and had served three terms as department chair. During the spring semester of 2001, he served as visiting professor of political science at Rutgers University, and in 2001-02 he will be senior research scholar and lecturer in political science at Yale University. Harry has also taught at Colgate and Cornell Universities. His earlier research and publications focused largely on politics, rural development, and natural resource management in the Indian subcontinent; more recently, he has been concentrating on the democratization process. At USAID, Harry worked during 1981-82 in the former Science and Technology Bureau and during the earlier 1990s in the Center for Development Information and Evaluation, where he dealt with judicial reform, civil society, and democratic local governance.

Gary Bland holds a B.A. from the College of William & Mary and an M.A. and Ph.D. from the Johns Hopkins University School of Advanced International Studies. Prior to joining USAID, he was the senior program associate at the Latin American Program of the Woodrow Wilson International Center for Scholars, where his work focused on democratic development and decentralization in the region. Gary left the Wilson Center to conduct a two-year study on the impact of decentralization and local government on democracy in Chile and Venezuela, and he has worked and written on the topic in several other Latin American countries. Gary has consulted on decentralization and local government institutions with the World Bank, the United Nations, and USAID's LAC Bureau, among other organizations. As the decentralization and local government specialist on the governance team, his work at the Center includes providing decentralization training, carrying out assessments, helping build intra-agency and donor coordination, and working with missions on the design of decentralization and local governance programming.

Sarah Bouchie serves on the Center's Information Unit. She has worked on democracy issues with CIVICUS and the National Democratic Institute for International Affairs and has conducted field assessments of civic education in Mozambique. Her development experience includes working with local and national partners to implement cross-sectoral partnerships, conduct institutional capacity building, carry out emergency relief work, integrate a gender policy, and start community participation initiatives. She holds a master's in international development from the School of International Service at American University and a bachelor's degree in English from Eureka College.

Michelle Bright earned her A.B. from Lafayette College and an M.A. in international affairs, U.S. foreign policy concentration, from American University. Prior to joining the Center for Democracy and Governance, she worked in the Center for Population, Health and Nutrition, where she served on a results package design team and worked with ENABLE, a cooperative agreement designed to increase reproductive health awareness through literacy, DG, and micro-credit programs. She has also worked at the Program on International Policy Attitudes, a non-profit organization that studies public opinion on foreign policy issues, and as an intern at the State Department's Bureau of Public Affairs.

Stacie Chapman graduated from Marymount University in May of 2000 where she earned her bachelor's in psychology. She is currently pursuing her master's degree in counseling psychology. As an undergraduate, Stacie was actively involved in improving the lives of battered women as an intern at the Alexandria Women's Shelter.

Shamila Chaudhary earned her B.A. in English and women's studies from the University of Toledo, Ohio. She has completed her master of arts coursework at American University in comparative and regional studies of Asia with concentrations in international peace and conflict resolution and Islamic studies. Her graduate research pertains to the women's movement in Pakistan and the impact of Islamic movements on democracy and human rights in South Asia. Prior to working at the Center, she worked at the National Democratic Institute for International Affairs on the Asia Team and also spent two years conducting research and developing curriculum for international women's issues at the University of Toledo Women's Studies Program. Shamila serves as the intern for the Center's Information Unit.

Beata Czajkowska is a senior research analyst at the Center's Information Unit. She holds a Ph.D. in comparative politics from the University of Maryland at College Park and a B.A. in political science from Rutgers University. Prior to joining the Center, Beata served as a program coordinator at the Center for the Study of Post-communist Societies at the University of Maryland and worked in the editorial office of the journal *East European Politics and Societies*.

Keri Eisenbeis received a B.A. in international politics from Emory University and has conducted graduate research on Southern African politics at the University of St. Andrews, Scotland. Before joining the Center, Keri worked in the Office of Management and Budget at the White House. Her work at OMB focused on the national security and international affairs budget policy, especially as it related to Africa. Keri has worked extensively in South Africa on security issues and the transformation of the South African police. She was a researcher at the Brookings Institute and the Institute for Security Studies in South Africa. Keri has also worked with The Carter Center and the Atlanta Committee for Olympic Games. Currently, Keri is a member of the Center's governance team, concentrating on civil-military issues. Additionally, she provides technical assistance to the Office of Transition Initiatives on civil-military issues. She is also a member of the Center's Africa team.

Karen Farrell earned an M.S. in development management from American University's School of International Service and an A.B.s in political science and anthropology from Duke University. She serves the Center's Information Unit as its assistant manager and senior writer/editor, with responsibilities for the Technical Publication Series, Occasional Papers Series, and *Democracy Dialogue*. Karen has undertaken a range of democracy/governance program work for a number of NGOs, including the Mandela Institute/Palestinian Organization for the Defense of Prisoners' Rights. Her communications experience includes work as a political affairs editor for *The Jerusalem Times*, policy research associate with the Fannie Mae Foundation, and senior communications officer for the Global Health Council.

Jonathan Haddad earned a B.A. in French literature from Amherst College and a master's degree in international negotiations with a concentration in Turkish and Arab affairs from the University of Provence, in Aix-en-Provence.

Jonathan has also studied in Ankara, Cairo, and Fez. Prior to joining the Center in February 2001, he worked on the staff of the *Turkish Daily News* and for a fishmonger in Marseilles.

Mike Hancock joined the Center as a detailee from the Department of Labor, Wage and Hour Division, where he was team leader for farm labor enforcement. Prior to his work at the Department of Labor, Mike was the executive director of the Farmworker Justice Fund, a Washington, DC based advocacy organization. He has also worked as a legal aid lawyer, was in private practice, and has worked for several other Washington-based advocacy organizations since receiving a J.D. from the University of Arkansas, School of Law. Mike's work at the Center focuses on labor and other civil society issues.

Gary Hansen secured his Ph.D. in political science from the University of California, Berkeley. He was both a Fulbright Research Scholar and Ford Foundation staff member in Indonesia. He served as chief of party for a USAID-funded regional development project in Indonesia and was a member of the research staff of the East West Center. Gary joined USAID/W in 1981, serving in PPC and the former Science and Technology Bureau. He joined the Center in 1995, where he serves as senior technical advisor for civil society.

Jerry Hyman has a Ph.D. in anthropology and a J.D. in law. He taught anthropology, sociology, and economic development at the college level, and also practiced law. He joined USAID in 1990, and founded the DG program in the E&E region. Jerry came to the Center in 1994, where he serves as the leader of the strategies team.

Pat A. Fn'Piere, deputy team leader for the governance team, provides advice and assistance on cross-sectoral linkages, policy implementation, and other areas of governance, primarily participatory processes, public/private interface, decentralization, and legislative strengthening. She has worked in the international development field for the last 19 years as technical expert, project manager, trainer, and facilitator, and provided assistance in over 25 countries worldwide. She has been a manager of USAID's Implementing Policy Change project since 1990 promoting effective host country management of policy change and a Center staff member since 1994. Pat has a master's degree in public administration.

Susan Jay currently serves on the elections and political processes team managing the cooperative agreement with the Consortium for Elections and Political Process Strengthening (CEPPS). In addition, she provides technical assistance for missions in the Europe and Eurasia and Africa regions and covers gender issues related to elections and political processes. She earned a B.A. in government/international affairs from the University of Notre Dame and an M.S. in foreign service from Georgetown University, with a concentration in international development and a regional focus on Sub-Saharan Africa. As a Fulbright Scholar in Zimbabwe, she researched land distribution and land tenure reform. Susan has worked at SRI International, the National Democratic Institute for International Affairs, the World Bank, and briefly at the U.S. Embassy in Cameroon. Before joining USAID, she focused on a number of issues in Africa: food security, women in development, health policy and structural adjustment, the impact of HIV/AIDS, governance programs, peacekeeping, and humanitarian intervention. Susan joined the Center in 1997, has served as the Asia and Near East regional coordinator, and now has the responsibilities of the Africa regional coordinator and leader of the Center's gender team.

Josh Kaufman received a B.A. in politics from Brandeis University and an M.A. in international affairs (with a focus on democratization and U.S. foreign policy) from George Washington University. Prior to joining the Center, Josh worked on the Rule of Law Initiative at the U.S. Institute of Peace, at NDI, and at the Academy for Educational Development, administering technical training for NIS officials. Josh is on the Center's strategies team, where he coordinates the Center's E&E and ANE team and serves as the Center's point person on issues surrounding conflict. Josh also serves as CTO of the Analytical Services IQCs.

(Michael) Eric Kite received bachelor's degrees from the University of Missouri in political science and German and a master's degree from the Georgetown University School of Foreign Service. Eric joined the Center as a Presidential Management Intern in 1998 and serves on the strategies team as the Center's Latin America/Caribbean coordinator. Eric is also a member of the Center's Latin America/Caribbean team.

Mark Koenig received his Ph.D. in political science from Columbia University in 1995. He taught comparative politics at Northwestern University from 1991 to 1994 and at the University of Maryland at College Park between 1994 and 1995. His research focuses primarily on the role of mass communications during democratic transitions, as well as in politics, including ethno-national politics. He worked 18 months in the USAID-supported ARD-Checchi Rule of Law consortium in 1994-95. Following this, Mark served over three years as the senior media advisor in USAID/Russia in Moscow. Mark joined the Center in October 2000 as a Senior Democracy Fellow on the civil society team.

Gail Lecce joins the Center as the rule of law team leader. She has a B.A. from Penn State University in English literature and a J.D. from Harvard Law School. Gail worked for a law firm in Hawaii before joining USAID in the Office of the General Counsel (GC) in 1979. Her USAID career has been split between GC and democracy officer positions. Assignments have included regional legal advisor for Central America (posted in Costa Rica), assistant general counsel for contracts, and head of the democracy offices in El Salvador and Honduras.

Neil Levine is the Center's senior advisor for governance issues. Prior to joining the Center, Neil served as deputy director for the Office of Central American Affairs (LAC/CEN). He has a strong interest in countries in transition and worked closely in support of the LAC/CEN missions' programs to support implementation of the peace accords in El Salvador and Guatemala. From October 1998 through June 2000, he worked to develop the strategy, budget justification, and implementation of the post-Hurricane Mitch Hurricane Reconstruction programs in Central America. From 1993 to 1995, Neil served as the LPA congressional liaison officer for the Latin America Bureau and the Center. Before coming to USAID, Neil served on Capitol Hill for 10 years, first on the House Subcommittee on Western Hemisphere Affairs and then as legislative assistant for foreign affairs to Congressman Edward Feighan (OH). He has also worked as a research assistant at Human Rights Watch in New York. Neil has a master's in international affairs from the School of International and Public Affairs, and a certificate from the Institute for Latin American and Iberian Studies, Columbia University. He has a B.A. from Earlham College.

Kimberly Ludwig received her Ph. D. in political science from Michigan State University, where she was also a Foreign Language and Area Studies Fellow in African Studies. Under the auspices of a USAID Democratic Governance Project Dissertation Fellowship, Kimberly completed her dissertation on economic interest groups and democratization in Zambia. Before joining the Center as a Democracy Fellow, she worked as a research assistant and field supervisor on USAID- and NSF- funded projects studying political participation and political transitions in Africa, both as a project assistant to the USAID DG program in Zambia and as a technical consultant for the Southern Africa Barometer project. Kimberly is a member of the civil society team, where she works on issues related to civil society organizations.

Wendy Marshall holds a B.A. in environmental studies from the University of Kansas and a master's degree in public administration from Syracuse University. Prior to joining the Center as a PMI, she worked with Women's Rights International, American Red Cross, and the United Way of Douglas County, and served two years in Peace Corps, Morocco. Wendy works on the strategies team and manages the Democracy Fellows cooperative agreement.

Aud-Frances McKernan earned her bachelor's degree at the University of California, Los Angeles and her master's degree at the Johns Hopkins School of Advanced International Studies. Prior to joining the Center as a PMI, Aud-Frances completed a four-month NSEP fellowship in Mozambique, worked as research assistant at the U.S. Institute of Peace, and completed an internship at the Center for Strategic and International Studies. She served three years as a Peace Corps Volunteer in the Republic of Congo, and spent a summer working at the U.S. Embassy in Lesotho. Aud-Frances is a member of the elections and political processes team and manages the ANE and West and Central Africa portfolios. She serves on the Center's Africa team, backstopping Sierra Leone, Democratic Republic of Congo, Senegal, and Yemen.

Michael Miklaucic received his master's degree from the London School of Economics, where he studied international economics and international relations. He has also completed his doctoral studies at Johns Hopkins University (ABD). Michael has worked on human rights/rule of law assistance since 1983. He organized and participated in election observation missions in Haiti, the Republic of Georgia, Yemen, and Egypt. Prior to joining USAID he worked at AMIDEAST, the International Law Institute, BDM International, and the International Republican

Institute. He has served as a rule of law advisor at the Center since joining USAID and has been one of the Center's key representatives on inter-agency rule of law issues.

Sharon Morris holds a Ph.D. in political science (international/comparative politics) from the University of Chicago. Before joining the Center as a Democracy Fellow, she worked as a research associate both with the Program on Global Security and Sustainability at the John D. and Catherine T. MacArthur Foundation and with Marvin Zonis and Associates, a political consulting firm specializing in the area of international political economy. She has been a program assistant at The Asia Foundation and has also held positions at CARE and Asian Survey. Sharon is a member of the civil society team, where she is focusing on the relationship between democracy assistance and conflict prevention.

David Nelson has been a member of USAID's Foreign Service cadre since 1976. After serving in Kenya and India, he worked for 10 years as a democracy officer engaged with U.S. and local civil society organizations in Indonesia and the Philippines. David joined the Center's civil society team in October 1999 following a three-year assignment with the Bureau for Humanitarian Response. He has an M.A. in public administration (with a focus on development administration and economics) from Syracuse University's Maxwell School of Citizenship and Public Affairs, and B.A.s in political science and history from California State University at San Francisco.

Larry Sacks received a B.A. in humanities from the University of Texas at Austin and an M.A. in international affairs with a focus on democratization and human rights from Columbia University. Prior to joining the Center, he worked with USAID in the Cuba office of the LAC Bureau. He has also worked with the United Nations Electoral Assistance Unit, the National Labor Committee, the Interamerican Institute for Human Rights, Columbia University's Institute for Latin American and Iberian Studies, and Fundacion Neotropica. He has served as a WorldTeach volunteer in Costa Rica and also received a fellowship from Columbia University to conduct field research on democracy in Costa Rica. He works on the elections and political processes team and focuses on Latin America.

Michele Schimpp has worked on USAID democracy programs since 1991. She recently came back to work at the Center after spending four years in Haiti as the deputy chief in the democracy office managing local government, civil society, and rule of law programs. Before joining USAID in 1994, Michele supervised a multi-sectoral team of researchers for the Academy for Educational Development under contract to CDIE, as well as researched, analyzed, and produced reports on diverse issues related to democracy and governance, including *USAID and Elections Support* and *USAID and Democratic Development*. In addition to Haiti, she has lived, worked, and studied in the Dominican Republic, Peru, and Nicaragua. She now serves as the Center's elections and political processes team leader. Michele received her M.A. in Latin American studies from the University of California at Berkeley and a B.A. in international affairs from the George Washington University.

Keith Schulz spent three years as the senior technical advisor for a USAID-funded legislative strengthening program with the Palestine Legislative Council in West Bank/Gaza and one year in Cambodia as a legal advisor for The Asia Foundation's program with the National Assembly's Center for Legal Research and Documentation. He has a law degree and worked for five years as a legislative counsel for the California State Legislature. Prior to this, he was a law clerk to U.S. District Court Judge Robert Broomfield in Phoenix, Arizona. Keith received his B.A. from Tufts University and a master's degree in international public policy from George Washington University.

Robin Silver holds an A.B. from Princeton's Woodrow Wilson School and a Ph.D. in political science from the University of California, Berkeley. As a Fulbright Scholar, she completed a study on state policies toward immigrant and refugee populations in the Middle East and Europe. Prior to joining USAID, Robin taught at the University of Oregon, Grinnell College, and University of Maryland, Baltimore County. Her research and publications have encompassed public sector reform and decentralization, the development of nation-states, and performance measurement in public organizations. At USAID, Robin worked as a senior associate in integrated democracy studies in the Center for Development Information and Evaluation, where she focused on democracy promotion in post-conflict societies. As a member of the Center's strategies team, she works on issues related to managing for results, performance measurement, and strategic planning.

David Sip serves as the manager of the Center's Information Unit. Prior to joining the Center, David was a senior field officer for the National Democratic Institute for International Affairs in Slovakia and Bosnia-Herzegovina. His work consisted of citizen education, organizing, advocacy, and coalition building. In Bosnia, David was engaged in mobilizing the first democratic, multi-ethnic NGO election monitoring efforts. Previously, he worked for the East Side Neighborhood Development Company in Minnesota, integrating citizen planning, organizing, and action into housing and commercial development activities. David was a U.S. Peace Corps volunteer in Kenya and holds a J.D. from Drake University in Iowa.

Cheryl Sparks-Walniuk joined the Center as a web development specialist in 1999. She holds an M.A. and Ph.D. in political science (political theory and international relations) from the University of North Carolina at Chapel Hill. She taught international organization and international law at North Carolina State University from 1991 to 1995, and taught political science at Ohio State University (Mansfield) from 1996 to 1998. In 1995, Cheryl received the Carrie Chapman Catt Research Award for her work in the area of women and politics. She has worked in the area of web design since 1996, designing and maintaining web sites for political candidates, organizations, and academic courses.

Jan Stromsem is on detail from the U.S. Department of Justice, Criminal Division, and is serving on the Center's rule of law team. She holds a B.A. from the College of Wooster, and an M.A. from l'Universite de Paris, Sorbonne. Prior to coming to the DG Center, Jan served for several years as the director of the International Criminal Investigative Training Assistance Program (ICITAP), a police training and development program funded by the Department of State and USAID. Major ICITAP program initiatives have included creating new and/or transitioned police forces in Panama, El Salvador, Haiti, Guatemala, Eastern Slavonia, and Bosnia, with smaller programs also running throughout Latin America and the Caribbean, Central Europe, the Middle East, and Africa. Beginning her federal career in 1971, Jan worked at the Departments of Treasury and Justice at the U.S. National Central Bureau of INTERPOL, serving as deputy chief until mid-1992, when she transferred to ICITAP.

Gene R. Ward received his Ph.D. from the University of Hawaii while a degree scholar at the U.S. State Department funded East-West Center in Honolulu. His areas of specialization included entrepreneurship and economic development. Prior to joining the Center, he was program coordinator for the International Republican Institute's Local Autonomy Project in Indonesia. From 1990-1998, he served in the Hawaii House of Representatives, half of that time as minority leader. Gene now serves in the Center as a Democracy Fellow working with the elections team on political finance issues. Prior to entering elected politics, he worked as the executive director of a non-profit organization that was the first in the nation to put the unemployed into their own businesses. He and his wife, Faredah, lived in Malawi for 2 years while serving in the United Nations International Labor Office. Gene also served as a translator-interpreter in Vietnam and was a US Peace Corps volunteer in North Borneo.

Rachael Wilcox received an M.A. in international communication (with a focus on Central and Eastern Europe and intercultural communication) from American University and a B.A. in international culture and economy from Bentley College. She did field research and wrote her M.A. thesis on social and political integration of Russian speakers in Estonia. Prior to joining the Center's Information Unit, Rachael developed conferences and workshops for the American Society for Public Administration and Bentley College's Model UN, and served as media liaison for the Friends of Art and Preservation in Embassies. Rachael coordinates the Center's annual partners conference and training activities.

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International Republican Institute (IRI)

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